



CSR

Corporate Social Responsibility Report 2021

China Construction Bank Corporation



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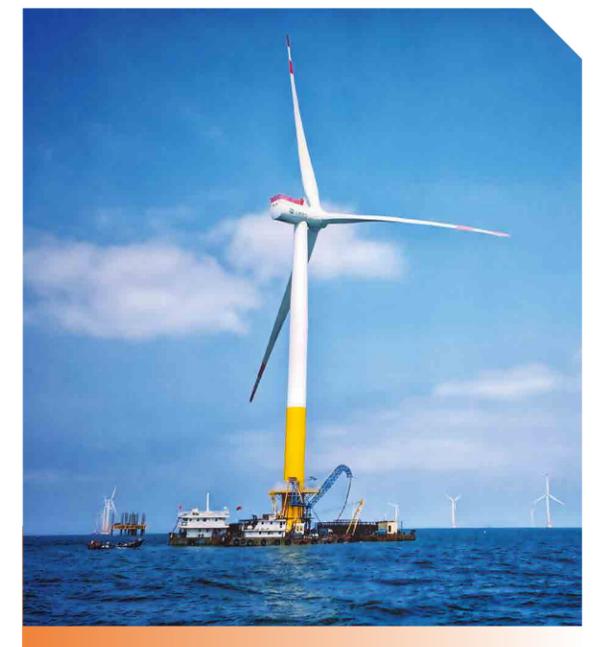
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Introduction

China Construction Bank Corporation (hereinafter referred to as “the Bank”) publishes CSR Report annually, which covers the period from 1 January to 31 December of each year. There are no significant changes in the method of obtaining and calculating the data for this annual report compared with the previous one. The financial data of the report is derived from the audited annual A-share financial report.

The Board and all directors of the Bank guarantee that there are no false records, misleading statements or major omissions in the contents of this report, and bear individual and joint responsibility for the truthfulness, accuracy and completeness of the contents.



Guidelines of the Report

This report is compiled on the basis of the Stock Exchange of Hong Kong Limited’s *Environmental, Social and Governance Reporting Guide* (“ESG Reporting Guide”), Shanghai Stock Exchange’s *Guidelines for Self-discipline Regulation of Companies Listed on SSE No.1-Standardized Operation and Guidelines for Preparing Corporate Social Responsibility Report*, and *Sustainability Reporting Guidelines* published by Global Reporting Initiative (GRI). In the meantime, the report is in line with requirements set out in the *Opinions on Strengthening the Social Responsibility of Banking Institutions* by China Banking and Insurance Regulatory Commission (CBIRC), the *Standards for the Contents and Formats of Information Disclosure by Companies Offering Securities to the Public No. 2: Contents and Formats of Annual Reports* by China Securities Regulatory Commission, and the *Guidelines for Corporate Social Responsibilities of China’s Banking Institutions* by China Banking Association.



Assurance Method

Ernst & Young Hua Ming LLP conducted independent and limited assurance of this report prepared by the Bank in accordance with the ESG Reporting Guide, the SSE Guidelines and the GRI Sustainability Reporting Guidelines.



How to Obtain

The printed version of the report can be found available at Public Relations & Corporate Culture Department of the Bank. The electronic version can be downloaded from the Bank’s website (<http://group.ccb.com/cn/ccbtoday/common/include/report.html>). The report is written in simplified Chinese with English, traditional Chinese versions. If there is any difference between the three versions, the simplified Chinese version shall prevail.



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More Information

For more ESG information on the Bank, please visit
(http://group.ccb.com/cn/ccbtoday/manage/manage_1.html)

Chairman's Statement



Tian Guoli
Chairman of China
Construction Bank Corporation

The year 2021 marked an important milestone in the history of the People's Republic of China as we celebrated the centenary of the Communist Party of China, remembered the glories of the past century, and set sail again to chase a bigger dream. The red boat that hosted the first CPC National Congress on Nanhu Lake in Jiaxing near Shanghai 100 years ago has transformed into a giant vessel leading the whole nation toward rejuvenation. Under the strong leadership of the CPC Central Committee with Comrade Xi Jinping at the core, we Chinese are united as one, forge ahead, and calmly respond to the ongoing changes and the raging COVID-19 pandemic unseen in the past century. Headways are made in building the new development pattern and more fruits are yielded in promoting high-quality development. Thanks to education on the Party history we received in the past year, we are more aware that finance is a worthwhile undertaking in the interest of social progress and public wellbeing, is fundamentally for the people, and a call we should cherish and be proud of.

New Finance is for the wellbeing of everyone. Upholding the vision that New Finance is to serve the majority, not the minority, we work to deliver financial services within the reach of everyone. In 2021, we continued to serve rural revitalization, and employ digital technologies to expand channels for directing financial resources to rural areas. Our 510,000 Yunongtong service stations fueled the development of

agriculture, rural areas and farmers, and our rural revitalization loan helped increase rural income. We continued to offer solutions to make financing easier for micro and small enterprises (MSEs), with particular effort on increasing both the breadth and depth of inclusive finance. The balance of our inclusive finance loans stood at RMB 2 trillion, our digital inclusive finance model was presented as a good practice

at the G20 meeting on inclusive finance, and our financing platform the CCB Huidongni app won much trust from MSEs as it helped MSEs realize their big dreams. In response to the people's demand for quality housing, we continued to provide housing rental services and actively constructed a housing rental ecology to help rural migrant workers who contributed to building the cities we live in and the youngsters with ambitious dreams to move into comfortable and smart homes. We embraced the changes to lifestyles brought by the prevalence of internet and mobile internet, took the initiative to establish a new scenario-based ecology of CCB Life Style that combines both financial and non-financial services, where both lifestyle and financial services are only a click away.

New Finance is technology-driven. We are deeply aware of the fundamental role of technology in reshaping the financial service system and the pillar role of finance in driving technological innovation, and the integration of technology and finance is embedded in all our corporate strategies. In 2021, to strengthen technological strength, we were the first in the banking industry to introduce a tech-centered evaluation system, with more emphasis on patents and intellectual capital. We worked to build incubators for technological innovation and CCB Startup Station empowered tech startups and entrepreneurs to chase their dream. We strove to become a high-tech group with superb financial expertise and worked relentlessly to strengthen our FinTech capability, in order to provide strong technical and system support for promoting inclusive finance. For example, we used big data to finance MSEs in a more targeted manner, artificial intelligence to make our financial services more user-friendly, and Internet of Things to modernize agriculture, including vegetable growing and cow rearing. We were also active in empowering local governance with our technological expertise. The smart government platform was launched in 13 cities of 14 provinces and handled 2.56 billion service requests. Local platforms in the Beijing-Tianjin-Hebei region and in southwestern China (five provinces and municipalities) connected with and allow each other mutual access, stimulating the flow of data for less trouble of in-person visits.

New Finance is green and low-carbon. As a firm advocate and contributor to ecological conservation, we promote green finance in all respects to do our part to contribute to the goals of carbon peak and neutrality, response to climate change, and conservation of the earth. In 2021, we set up the leading group for the work related to carbon peak and neutrality and the Environmental, Social and Governance Promotion Committee as the institutional guarantee for developing green finance. We were among the first to roll out an action plan toward carbon peak and neutrality, and offered our New Finance solutions for ecological conservation. Through green finance, we explored the path of biodiversity

conservation, continued to unleash the green momentum for innovation-driven development with equal attention to investment and finance, and channeled green capital into areas of carbon neutrality and sustainability. We took the lead in pursuing green corporate development. Our Guangdong Branch opened the country's first zero-carbon outlet and first sub-branch for climate investment and financing; the CCB parks in Beijing and Wuhan are going green; at our Sydney Branch, green and low-carbon actions, including the carbon neutrality action within its jurisdiction, keep popping up... In recognition of our progress in green finance, we were voted the Low-Carbon Role Model of the Year in China and have won A rating for ESG performance from MSCI for two consecutive years.

New Finance is for social good. We hold that finance is not reserved for the privileged, but for everyone, and should give back to society by fulfilling corporate social responsibilities. In 2021, we continued to advance the Workers' Harbour Plus program, and won extensive support from like-minded customers and the general public, forming a force for social good. CCB Training Center brought financial education to everyone everywhere; the Financial Literacy Promotion program has offered millions of training opportunities; the "Sending Ten Thousand College Students to Rural Areas" campaign offered college students opportunities to visit and serve the countryside; we have opened more than 2,500 Yunong schools for rural farmers. Our donations in 2021 totaled RMB119 million. We have been also actively constructing a new charity ecology that involves employees, customers and external organizations and taps our financial expertise, to engage our employees and customers in charities under the "finance plus charity" model. Employees are our biggest asset. We encourage them to innovate and create, offer various kinds of employee benefits and build up a vast development platform for them. Moreover, we have been promoting accessible services online and offline, providing friendlier services to the elderly, including an AI-assisted customer service system for senior citizens, and enhancing farmers' access to finance. All these efforts are sending a message that finance is for the people and for social good.

Looking into 2022, as China embarks on the new journey toward the second centennial goal, we will keep our original aspiration firmly in mind, shoulder our due responsibilities, forge ahead to advance New Finance that is "inclusive, high-tech, green and for all" and yield more solid results in serving the country and the people with financial services before the Party's 20th National Congress.



Zhang Jinliang, President of China
Construction Bank Corporation



Wang Yongqing, Chairman of the Board of Supervisors
of China Construction Bank Corporation

Strategy:

Fitting Well in the New Development Pattern and Practicing the New Finance Mission



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Fitting Well in the New Development Pattern and Practicing the New Finance Mission

Strategy Review

Since it put forward the concept of New Finance in 2017 based on the profound changes in the financial logic in the new era, CCB has successively released the house rental strategy, the inclusive finance strategy and the FinTech strategy, collectively known as the “Three Major Strategies”. In the meantime, CCB has contributed to smart government affairs service, set up Workers’ Harbour, and established China Construction Bank University. CCB has devoted itself to exploring new paths to respond to the people’s needs and requirements and worked with all sectors of society to provide a better life.

Over the past four years, driven by FinTech, CCB has promoted New Finance practice on a magnificent scale and witnessed the achievements made by every individual or entity by drawing inspiration from the concept of New Finance and participated in New Finance practices.

Since the inclusive finance strategy was launched in 2018, CCB has developed and brought online the application “CCB Huidongni”, which has provided financial services to more than one million micro and small businesses. CCB has set up the platform “CCB Startup Station” for small and medium technological innovation enterprises, via which over 14,200 startups have gained development opportunities. Nearly 14,000 (98.6%) outlets provide inclusive finance services, of which more than 2,000 are characterized by inclusive finance. By making use of the online learning platform, the “Financial Literacy Promotion” offered 52,000 training sessions to 4.5 million people, and 279 courses about financial services, consumer protection, agricultural technology, wealth management, etc. were rolled out online and offline.

The concept and connotation of New Finance have been enriched since the concept was brought up. In 2019, CCB held the forum on green finance and proposed cultivating new strengths in green finance. Over the past three years, we have been making progress in addressing climate change and assisting in the green transition of the economy and society. We set up the “CCB Leading Team for Achieving Carbon Peak and Carbon Neutrality” and formulated 20 action plans to help realize the above goal. We issued the world’s first green bonds based on the China-EU *Common Ground Taxonomy: Climate Change Mitigation*. In 2021, we underwrote 25 green bonds, and released the “CCB-Wind Green ESG Bond Issuance Index”.

While promoting the inclusive and low-carbon development of society, CCB improved its own governance capability and the capability to empower social governance. In particular, as the pandemic continued, FinTech continued to play the main role in key infrastructure. Smart government affairs services not only help more people in need but also make complex government affairs in daily life more efficient and convenient. The learning platform on cloud uploaded more than 58,000 learning resources, and registered more than 110 million person-times of learning and over 750 million viewership. The constant innovation in teaching methods supported the capability of CCB staff and was converted into diversified values that benefit the society.

Overview of the Development Plan for the 14th Five-Year Plan Period

In 2021, based on the new development pattern, CCB formulated the *Outline of Development Plan for the 14th Five-Year Plan Period and Long-range Objectives through the Year 2035*. By taking New Finance as the main line, high-quality development as the theme, high-level Party building as a guide to action, and digital operation as an important means, the Outline will guide CCB to make new strides in practicing, planning and deepening the New Finance concept, and building itself into a new financial group in a new era.

CCB has released the *Inclusive Finance Strategic Plan of CCB (2021-2023)*. With promoting the high-quality development of inclusive finance as the theme, CCB will build an open and sharing inclusive finance ecosystem; establish an agile organizational system and a three-dimensional evaluation system; cultivate a fleet of excellent talents who are able to shoulder the important mission of developing CCB in the next two decades; foster an inclusive finance culture with the characteristics of the era, and form core competitiveness in the development of inclusive finance.

CCB has released the *FinTech Strategic Plan of CCB (2021-2025)*. CCB will attach equal importance to the “driving” role and “leading” role of technology, and adhere to technology-driven financial innovation. Through the expansion from business opening to the all-around opening of business and technology ecosystems, we will strive to achieve efficient coordination across ecosystem. Meanwhile, we will step up efforts to build the pool of scientific and technological talents as well as leading figures, further deepen the group-wide coordination mechanism, promote the deep integration of business with technology and data, and strengthen the capability of organization and support as well as the agile response capability of the eco-platform.

CCB has released the *Strategic Plan for Green Finance Development (2022-2025)*. Identifying the opportunities and challenges currently faced by green finance business, CCB has put forward the vision of “becoming a world-leading sustainable development bank” and proposed implementing the green finance “green core” project, strengthened the driving force for green transformation of business, improved the competitiveness of comprehensive financial services, enhanced environmental and climate risk control, energized FinTech empowerment and creativity, demonstrated CSR influence, and gradually made them new pillars and new market competitive edges in CCB’s pursuit of high-quality development.

China Construction Bank University will always stick to its founding mission, dedicate itself to serving micro, small and medium business owners and common workers, and strive to build teaching and training modes that adapt to market demand and conform to global trends. The three years’ exploration (2019-2022) of the University, as a “startup” in education, is a prelude to wonderful chapters with a promising future full of expectation.



14,200 startups

via which over 14,200 startups have gained development opportunities

14,000

Nearly 14,000 (98.6%) outlets provide inclusive finance services

52,000

the “Financial Literacy Promotion” offered 52,000 training sessions

25

In 2021, we underwrote 25 green bonds

more than 58,000

The learning platform on cloud uploaded more than 58,000 learning resources

750 million

over 750 million viewership

110 million person-times

registered more than 110 million person-times of learning

Fitting Well in the New Development Pattern and Practicing the New Finance Mission

Serving High-quality Development

Supporting the “dual circulation”. CCB signed a strategic cooperation agreement with the Ministry of Commerce to serve the “domestic circulation” on all fronts, by optimizing financial services in five areas, that is, upgrading traditional consumption, cultivating new types of consumption, building consumption upgrading platforms, supporting the formation of a modern logistics system, and implementing the rural revitalization strategy. Meanwhile, it increased the precise support for small and micro enterprises, green finance, and other fields. Innovative services were launched to support the digital transition and upgrading of trades. Resources available at home and abroad were pooled together to open up unimpeded channels of trades and investments along the Belt and Road, facilitate the domestic sale of export products for greater integration of domestic and foreign trades, and serve the construction of special economic zones such as free trade zones and ports into new high grounds for opening up to the outside world. All these moves were aimed to help straighten out the “international circulation”.

Supporting major regional strategies of the state. CCB thoroughly implemented major regional strategies of the state, enhanced the breadth, depth, and capacity of financial services in the New Finance initiative, and channeled an endless stream of financial resources to serve high-quality regional development. It supported the development of the Beijing-Tianjin-Hebei region, Yangtze River Delta, and Guangdong-Hong Kong-Macao Greater Bay Area so that they can continue to function as engines of economic growth, and helped the central, western, northeastern, and other regions proceed from local conditions and develop distinctive industries. The regional committees or steering groups were established to strengthen top-level design, and improve the regimes and mechanisms aimed to serve regional development. Regional service programs were devised to point out directions and provide policy guarantees for business development. A repository of major projects in the three key regions was built to serve the needs of major national projects and implement major regional strategies.

Serving the enterprises featuring specialty, refined management, distinction, and innovation. CCB signed the Strategic Cooperation Agreement on Financial Services for Small and Medium Enterprises with the Ministry of Industry and Information Technology (MIIT), according to which the two sides would team up to increase financing support for small and medium enterprises featuring specialty, refined management, distinction and innovation, develop innovative exclusive credit products, upgrade financial services on all fronts, and launch the initiatives targeted at such small and medium enterprises, with a view to going all out to support the innovation-driven and high-quality development of medium, small and micro enterprises. As of the end of 2021, CCB granted credit facilities to 864 of the “little giant” enterprises featuring specialty, refined management, distinction and innovation that had been announced by MIIT in three batches, with a loan balance of RMB26,194 million. Of these, the balance of loans extended to large and medium customers stood at RMB23,246 million, and that of loans to small and micro customers was RMB2,947 million.

Contributing to Common Prosperity

General Secretary Xi Jinping pointed out in his article “To Firmly Drive Common Prosperity” that “we should adhere to the people-centered development philosophy and promote common prosperity while pursuing high-quality development”. Always being conscious of its founding mission of “serving the people with finance”, CCB has been exploring feasible mechanisms where weak links in economic development can be bolstered by financial strength and means, moved faster to form a modern inclusive finance system that can efficiently serve the real economy, and promoted the attainment of common prosperity through more equalized and higher-quality financial services.

Innovating the digital mode of inclusive finance to promote more equitable access to credit services. CCB strengthened the construction of digital infrastructure, promoted the conversion of data assets into credit information, eliminated information asymmetry as a financing problem, and helped market players enhance the ability to access and enhance credit. Its supply of online services through digital means was continuously enriched by focusing on the data characteristics and differentiated needs of small and micro enterprises, self-employed individuals, agriculture-related customers, and upstream and downstream customers in the supply chain.

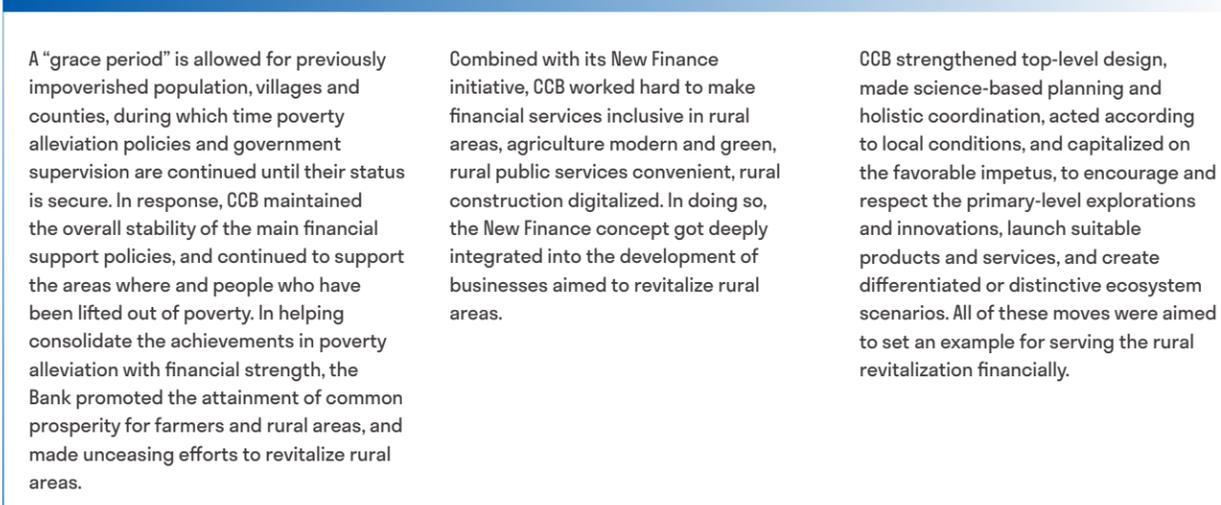
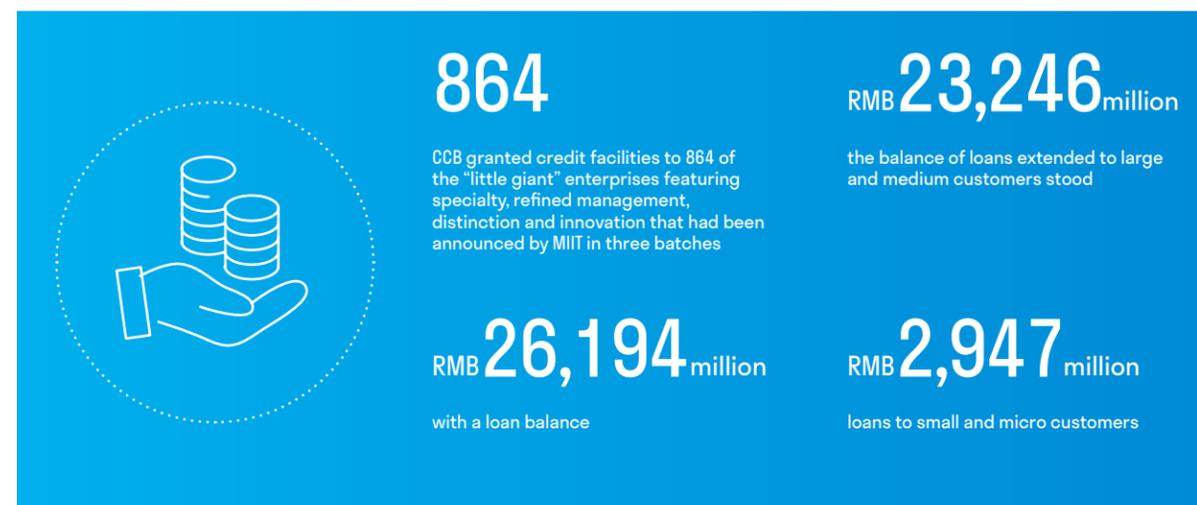
Continuously extending financial services to the primary-level customer groups as a move to expand its customer base. CCB spared no efforts to furnish small and micro enterprises with financial services. While further moving down its focus of operation to the customer group of self-employed individuals, the Bank entered into partnerships with more third-party platforms such as Lakala Payment to better serve self-employed individuals with diversified sources of data. With the reach of outlet services extended downwards to the primary level, a sound professional organizational structure was built to help primary-level outlets better provide credit for small and micro enterprises.

Creating an inclusive finance ecosystem to help enterprises and other market players to get rich by themselves. Relying on CCB University, the Bank pressed ahead with the “Financial Literacy Promotion” project that was aimed to tutor enterprises in empowering their business management with financial tools and increase financial literacy nationwide. By publishing the Inclusive Finance Blue Paper and CCB-Xinhua Inclusive Finance-SME Index, it promoted cross-border collaboration among enterprises, colleges/universities, and research institutes to generate a synergy driving the development of enterprises in society. Based on the growth characteristics of innovative high-tech enterprises, the Bank took “CCB Startup Station”, investment and loan linkage, and equity funds as starting points to build a diversified FinTech service system covering the whole lifecycle of enterprises.

A “grace period” is allowed for previously impoverished population, villages and counties, during which time poverty alleviation policies and government supervision are continued until their status is secure. In response, CCB maintained the overall stability of the main financial support policies, and continued to support the areas where and people who have been lifted out of poverty. In helping consolidate the achievements in poverty alleviation with financial strength, the Bank promoted the attainment of common prosperity for farmers and rural areas, and made unceasing efforts to revitalize rural areas.

Combined with its New Finance initiative, CCB worked hard to make financial services inclusive in rural areas, agriculture modern and green, rural public services convenient, rural construction digitalized. In doing so, the New Finance concept got deeply integrated into the development of businesses aimed to revitalize rural areas.

CCB strengthened top-level design, made science-based planning and holistic coordination, acted according to local conditions, and capitalized on the favorable impetus, to encourage and respect the primary-level explorations and innovations, launch suitable products and services, and create differentiated or distinctive ecosystem scenarios. All of these moves were aimed to set an example for serving the rural revitalization financially.



Fitting Well in the New Development Pattern and Practicing the New Finance Mission

Contributing to Common Prosperity

During the fight against poverty, CCB dispatched 3,363 employees to serve as poverty alleviation officials, of which 195 female employees volunteered to join the poverty alleviation front. In addition to the proprietary fund of RMB859 million input by the Bank itself, the Bank has also channeled social funds of RMB175 million to provide a strong financial guarantee for winning the battle against poverty. To date, it has helped 750,000 people in 2,486 villages get rid of poverty.

3,363

CCB dispatched 3,363 employees to serve as poverty alleviation officials

195

female employees volunteered to join the poverty alleviation front

RMB 859 million

In addition to the proprietary fund of RMB859 million input by the Bank itself

RMB 175 million

the Bank has also channeled social funds

2,486

helped villages get rid of poverty

750,000

helped 750,000 people get rid of poverty

After the final victory in the fight against poverty, CCB continued to provide targeted assistance to 1,065 villages that have been lifted out of poverty, 112 of which are located in key counties for receiving assistance for rural revitalization. The Bank continued to dispatch 374 excellent Party members to and 1,040 employees stationed at the poor villages for targeted assistance. The balance of loans the Bank granted to the key counties for receiving assistance for rural revitalization stood at RMB90,926 million, an increase of RMB14.86 billion or 19.54% over the beginning of the year. In the meantime, CCB supported the consolidation of achievements in poverty alleviation, continued to improve the capability to serve rural revitalization, and enhanced the availability of financial services. The balance of agriculture-related loans recorded RMB2.47 trillion.

1,065

CCB continued to provide targeted assistance to 1,065 villages

112

which are located in key counties for receiving assistance for rural revitalization

374

The Bank continued to dispatch 374 excellent Party members

1,040

1,040 employees stationed at the poor villages for targeted assistance

RMB 90,926 million

The balance of loans the Bank granted to the key counties for receiving assistance for rural revitalization stood

RMB 14.86 billion

an increase of

19.54%

an increase of

RMB 2.47 trillion

The balance of agriculture-related loans recorded

The "CCB Startup Station" program had more than 400 partners and provided exclusive credit support worth over RMB30 billion to more than 9,000 businesses. The balance of inclusive finance loans extended to small and micro enterprises totaled RMB1.87 trillion.

400 partners

The "CCB Startup Station" program had more than

9,000

provided exclusive credit support to more than 9,000 businesses

RMB 30 billion

provided exclusive credit support worth over

RMB 1.87 trillion

The balance of inclusive finance loans extended to small and micro enterprises totaled

A total of 14,040 "Workers' Harbours" were opened to the general public. Institutions across CCB continued to deepen the "Workers' Harbour +" mode, developed cooperation with 1,456 organizations including Party and political organs, trade unions, disabled persons' federations and charity organizations, and continued to expand the scope of services for elderly people, poverty alleviation, education, the judicial system, accessible services for disabled people, etc.

14,040

A total of 14,040 "Workers' Harbours" were opened to the general public

1,456

developed cooperation with 1,456 organizations including Party and political organs, trade unions, disabled persons' federations and charity organizations

Over a decade since its launch, the online channel anti-fraud operation of the Bank served more than 1 billion customers, by intercepting over 500,000 fraud risk events, avoiding fund losses of over RMB2 billion, shutting down over 150,000 phishing websites, and giving risk warnings and education to 400 million people.

1 billion

the online channel anti-fraud operation of the Bank served more than 1 billion customers

500,000

intercepting over 500,000 fraud risk events

RMB 2 billion

avoiding fund losses of over

150,000

shutting down over 150,000 phishing websites

400 million people

giving risk warnings and education to

Fitting Well in the New Development Pattern and Practicing the New Finance Mission

Guarding the Ecological Civilization

As a socially responsible corporate citizen, CCB is fully aware that biodiversity conservation is an integral part of ecological civilization. The Bank signed the *Common Declaration of Banking Financial Institutions Supporting Biodiversity Conservation*, got deeply involved in global environmental governance, and promoted biodiversity conservation and sustainability of resources. At the same time, it did everything possible to avoid the negative impact of investment and financing activities on biodiversity in the belief that it may bring financial risks.

Continuously expanding the ecological dominions of green finance. CCB came up with an eco-friendly investment and financing mode, accelerated the green and low-carbon transition of credit structure, and conducted biodiversity conservation activities across the country.

Continuously enriching the ecological implications of green finance. CCB set up the "Green and Low-carbon Section" online, achieving intelligent match of project information, financial services, etc. CCB promoted pilot projects of green management and green outlets offline, advanced innovation in index products, carbon neutrality bonds, sustainability linked bonds, etc., and made good use of carbon emission reduction support instruments. Subsidiaries of the Group actively conducted green investment and financing business.

Continuously guarding against risks of green finance. Committed to the idea of biodiversity conservation, CCB integrated the management of environmental, social, climate, and biodiversity risks into the whole process of credit business, and made biodiversity review a procedure prior to the project evaluation.

Continuously enhancing green finance capability. CCB delivered green finance-themed training for its staff at different levels, so as to prepare relevant staff for a stronger capability to identify and manage environmental, social, and governance risks.

As of the end of 2021, the balance of green loans granted by the Bank stood at RMB1.96trillion. In 2021, the Bank's green loans projects saved 124.2757 million tons of standard coal, up by 89.2109 million tons over the previous year; such projects reduced 125.0958 million tons of carbon dioxide emissions, up by 51.2092 million tons over the previous year. All these have vigorously promoted the green transformation of the economy and society.

RMB **1.96** trillion

the balance of green loans granted by the Bank stood at

124.2757 million tons

the Bank's green loans projects saved 124.2757 million tons of standard coal

125.0958 million tons

such projects reduced 125.0958 million tons of carbon dioxide emissions,

89.2109 million tons

up by 89.2109 million tons over the previous year

51.2092 million tons

up by 51.2092 million tons over the previous year

Empowering Social Governance

CCB was dedicated to making its outlets "government affairs service halls around you". Over 14,000 outlets have been able to offer government affairs services, where users could handle, make appointments for, and consult more than 6,000 administrative matters of all sorts. Government affairs services provided on an inter-provincial basis became available at all outlets. Specifically, a total of 1,593 service items of 31 provinces, municipalities and autonomous regions all over China could be handled via self-service devices of outlets, eliminating geographical restrictions and enabling enterprises and individuals to get what they need conveniently without traveling far or to different places.

14,000

Over 14,000 outlets have been able to offer government affairs services

6,000

where users could handle, make appointments for, and consult more than 6,000 administrative matters of all sorts

1,593

a total of 1,593 service items of 31 provinces, municipalities and autonomous regions all over China could be handled via self-service devices of outlets

Achieving tangible results for people. CCB sorted out the government affairs services within a wider range, at greater depth, and in a more meticulous way, so as to help governments at all levels boost their governance capacities and effects. Specifically, the Bank got itself connected to the business systems of more government departments and bureaus, with 95% of government affairs services available on its online platforms and 39% of such services handled online throughout the whole process. Committed to the shift from "building service facilities" to "making good use of them", the Bank took concrete moves to realize "four reductions and one optimization" (reduction in the timeframe, steps, information required and procedures, and optimization in services), optimized over 1,000 service items that could be handled properly by running only an errand, increased by over 300 scenarios where electronic certificates/licenses could be used, and launched a series of special zones themed on heated-discussed topics, such as rural revitalization, "peak carbon emissions and carbon neutrality", business environment, and services for senior citizens, all of which were intended to provide people with abundant, convenient and high-quality government affairs service experiences.

95%

with 95% of government affairs services available on its online platforms

39%

39% of such services handled online throughout the whole process

1,000

optimized over 1,000 service items that could be handled properly by running only an errand

300 scenarios

increased by over 300 scenarios where electronic certificates/licenses could be used

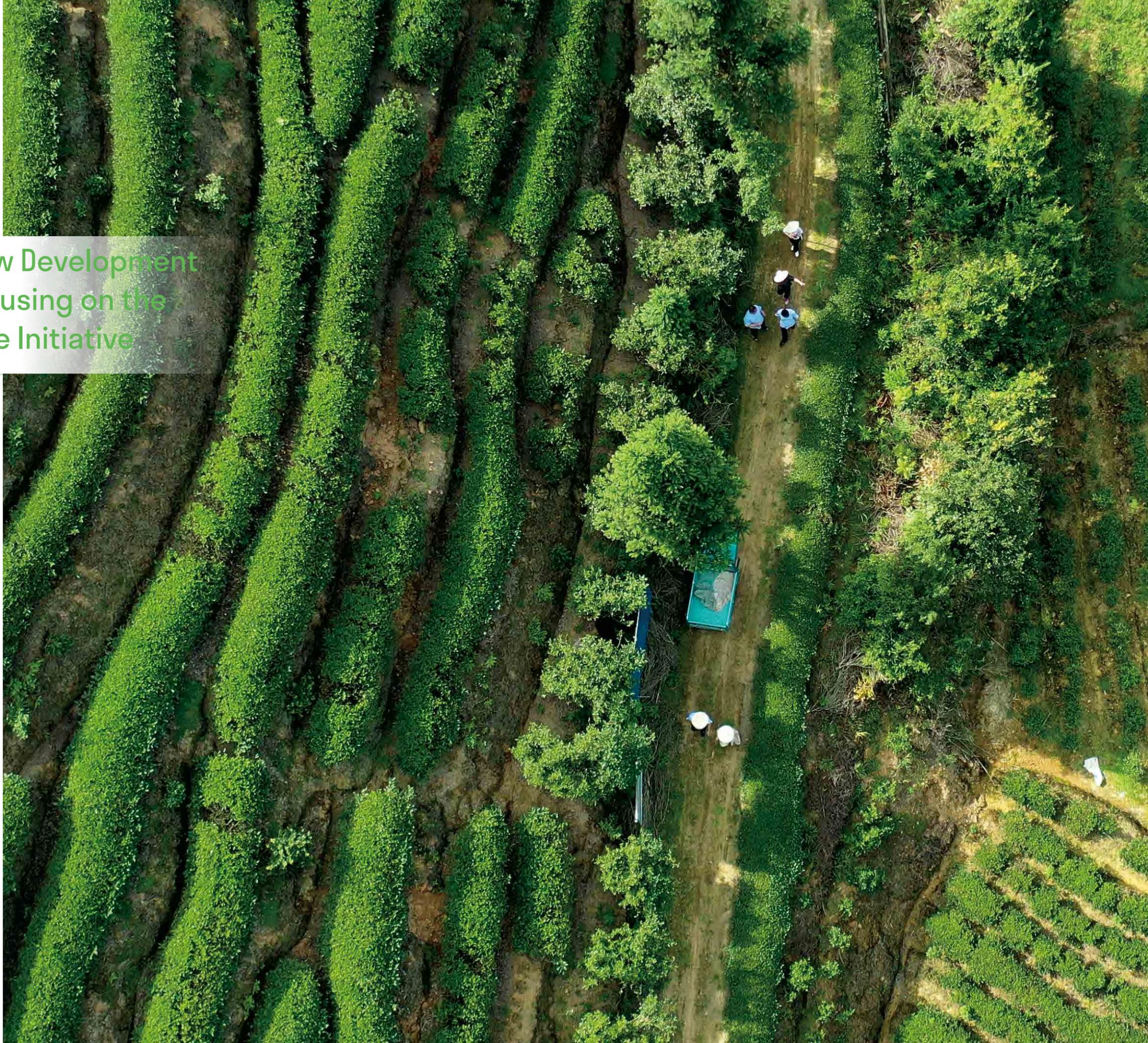
Further strengthening the building of primary governance service scenarios. CCB launched the rural collective funds, assets and resources supervision platform, the rural property trading platform and the comprehensive service platform of smart village affairs. Those platforms served 815 county (district) departments of agriculture and rural affairs and covered about 13% village-level customers. They have empowered primary governance and supported common prosperity in rural areas.

Action

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Empowering the Growth of Small and Micro Enterprises

CCB upheld the New Finance vision of "serving the majority rather than the minority". Pursuing a people-oriented approach, the Bank continued to do well in top-level design for the purposes of supporting the real economy and promoting common prosperity. In practice, it improved various regimes and mechanisms, innovated financial products, established service zones, and continuously built up its ability to deliver inclusive finance services.

Supporting the development of high-tech enterprises

Jiangsu Branch tapped deep into its customer base and established a professional service team comprised of members from the provincial branch, municipal branches, and sub-branches to agilely respond to the needs of innovative high-tech enterprises. The team specialized in ecological connection to target enterprises, customer identification and evaluation, financing solutions, and marketing services. Jiangsu Branch made steady progress in building "CCB Start-up Station". It joined hands with nine external organizations, including Jiangsu Women's Federation, the Intellectual Property Office of Jiangsu Province, and the provincial business incubation service center, to build a New Finance incubation steering mechanism that integrates "policy, industry, talent, investment, and loan". It formed a venture capital community with 28 cooperative institutions to jointly build a service ecosystem that integrates "financial + non-financial serv-

es", "equity + bond investment", and "online + offline operation" to cover the whole lifecycle of enterprises engaging in mass entrepreneurship and innovation. The community served more than 1,000 enterprises in total.

On September 24, Shanghai Ming Tai Information Technology Co., Ltd., one of small and micro enterprises featuring specialty, refined management, distinction and innovation in Shanghai, obtained an unsecured loan worth RMB5 million on the "CCB Huidongni" platform. It was the first "Shanxin Loan" business in China, marking the successful launch of CCB's product tailored for such enterprises. Designed with precise reach and accompanied by door-to-door, considerate and exclusive services, the product provided a fine land where innovators can turn their ambition into reality.

Extending the reach of services to the primary level

Fujian Branch set up 12 inclusive finance service centers, and more than 98% of its outlets were able to directly accept business requests of small and micro enterprises. The branch cemented the cooperation among "governments, industry associations, banks, and enterprises", and created direct access to financial services for small and micro enterprises by relying on regular communication and gridded connection. It also set up first-time loan customer service centers in Ningde, Putian, Quanzhou, Longyan and Nanping, opened up hotlines for first-time loan applicants at 16 tier-two branches, and set up first-time loan applicant counters in 40 county-level institutions, better serving first-time loan customers.



CCB staff introducing "Jiaying Vegetable Loan" to vegetable wholesale merchants

Building an international ecological platform for innovation and entrepreneurship

To practice the New Finance concept and answer to the national call for building the Guangdong-Hong Kong-Macao Greater Bay Area, Shenzhen Branch teamed up with the Hong Kong University of Science and Technology (HKUST) to launch the HKUST-CCB "Huidongni" One Million Yuan Prize International Venture Competition (Shenzhen), an innovation/venture platform that integrated startup incubation, project screening, project implementation, and post-competition investment. Combining the superior resources on the two sides, the platform would continue to deepen the cooperation among enterprises, universities/colleges, and research institutes, push forward the "Financial Literacy Promotion" project, and help enterprises grow larger and stronger.

Giving the All-around Impetus to the Rural Revitalization Drive

CCB studied and formulated the *Guiding Opinion of China Construction Bank on Serving Rural Revitalization with New Finance in 2021*, to continuously improve the research capability, product innovation capability, market expansion capability, business operation capability and risk control capability of the financial industry for rural revitalization, as well as make headway in effective credit supply, downward shift of service focus, and efficient rural governance with respect to rural revitalization.

CCB formulated the *Action Plan of China Construction Bank for Supporting the Consolidation and Expansion of the Achievements in Poverty Alleviation and Rural Revitalization Through New Finance*, according to which CCB would implement the work requirement of the central government on maintaining the responsibilities, policies, assistance and regulation for poverty alleviation, increase financing resource input into eight major fields centering on five key tasks and objectives, enrich the rural revitalization product system, improve basic financial services for rural areas, and intensify resource allocation to certain areas and evaluation & incentive, to help consolidate and expand the achievements in poverty alleviation and promote rural revitalization in all respects.

CCB formulated the *Action Plan for Vigorously Developing Green Finance in the Field of Rural Revitalization*, to promote the close integration of green development and rural revitalization. According to the plan, the Bank prioritized the support for several areas such as the comprehensive improvement of living environment in rural areas, soil remediation and restoration, development of eco-friendly agriculture, development and utilization of green resources, and ecosystem restoration and protection.

Besides, the *Financial Services Program for Key Counties Receiving Assistance for Rural Revitalization* was drafted to help these counties consolidate and expand their achievements in poverty alleviation, which established a direct connection between the Bank and the rural revitalization strategy.

To implement the requirements specified in the *Notice on Pro-*

moting the Demonstration Projects of Empowering Rural Revitalization with Financial Technology Initiated by the People's Bank of China and Six Other Ministries and Commissions, CCB formulated plans from four dimensions--"making financial services accessible for all rural residents, empowering the modernization of agriculture, facilitating public services in rural areas, and pushing forward rural development with digital means", thus forming a complete set of agriculture-related services unique to the Bank. The *Work Plan for Expanding the Online and Offline Functions of "Yunongtong" to Move Downwards the Focus of Financial Services* was devised to help the digital operation and platform economy find a way to rural areas. Relying on the extensively distributed "Yunongtong" inclusive finance service stations, the Bank enriched livelihood-related scenarios and functions to provide rural customers with time-saving, convenient, and accessible services.

With compliance management and risk prevention and control capability as the boundaries of business development, CCB built a risk control system for "Yunongtong" inclusive finance service stations, which featured offline gridded management and online intelligent management. Firstly, it launched technological innovation and empowerment upgrade, incorporating the compliance risk matters and issues that concerned the quality and efficiency of development into the risk control system for process-based, digitalized, and visualized management. A full-process risk control mechanism was formed, where big data technology was used for customer selection and risk control, model-based systems came into use for risk elimination, and intelligent forewarnings were issued to avoid risks. Secondly, it made great strides in the integrated interconnection of "people (business owners + contracted farmers), things (equipment), and fields (business premises)" at a total of 500,000 service stations nationwide, thus bringing the operation and risk status of service stations under real-time, dynamic monitoring and realizing continuous remote inspection. All these moves promoted the "Yunongtong" business towards compliant and orderly development.

Enhancing the accessibility of financial services

Network of physical outlets: As of the end of 2021, there were more than 14,000 outlets across CCB, including 4,194 in counties, accounting for 29.14% of the total. To expand the coverage in newly planned urban areas and counties, 267 outlets were relocated and 31 new outlets were established throughout the year, including 20 new outlets in counties, accounting for 64% of the total. With these relocated and new outlets, the Bank created business presence in 13 counties. As part of the endeavors to consolidate the achievements in poverty eradication and keep doing better in serving the rural revitalization drive, the Bank located 3,340 outlets in townships, science towns, industrial parks, and farms and forest farms, 942 outlets in the original 832 nationally-identified poor counties, and 129 outlets in 75 out of 160 key counties receiving assistance for rural revitalization. A total of 21,513 ATMs and 13,899 intelligent teller machines were distributed in counties, of which 1,387 were put in those 160 key counties, further expanding the reach of financial services in counties.

Extension of channel services: The "CCB e Mobile" app was launched, which could provide customers with 158 mobile financial services in ten categories, such as account service, credit card, and comprehensive contract signing. As of the end of 2021, the app was installed in about 17,000 devices, of which 5,021 were in counties, carrying out more than 27 million transactions, and was used to offer about 430,000 outreach services, posting a transaction volume of over RMB3 billion. It enabled the Bank to

make headway in key business fields such as inclusive finance and rural revitalization.

CCB actively explored new channels for financial service. It applied mobile financial service vehicles to specific business scenarios in some places where its outlets were located. As of the end of 2021, a total of 14 mobile financial service vehicles were put in 10 provinces and autonomous regions, including Hebei, Inner Mongolia, Qinghai and Tibet, which were mainly tasked to provide customers that have difficulties in accessing financial services with financial services such as account opening, fund transfer, and cash deposit/withdrawal.

Focusing on establishing the non-contact service mode to widen the service channels of outlets, "CCB Doorstep Service" was unveiled to fully integrate the existing channels, both online and offline. By coordinating the internal distribution capacity of the Bank with third-party logistics companies, the service extended the business reach of outlets and sent products or services involving physical delivery directly to customers' doorstep, so that they could experience high-quality financial services without leaving home, and those with mobility problems could enjoy financial services within reach. As of the end of 2021, a total of 46 products were available on the platform, serving more than 4.75 million users and completing over 18 million deals in total.

Using FinTech to promote inclusive finance services in rural areas

Mainly relying on "Yunongtong" service stations, Chongqing Branch kept channeling financial help to farm fields, and explored a new path to rural governance through which financial assistance was offered to rural residents and lift them out of financial difficulties. A disability certificate pre-approval project was launched innovatively, through which the whole process of certificate application, ranging from annual review application, government review, to certificate issuance, was migrated to the "Yunongtong" online system. Therefore, the time it took for annual review was greatly reduced from 20 days on average to half an hour at present. As of the end of 2021, the system served 14,000 disabled people in total. An innovative combination between "Yunongtong" and the certification of the eligibility for social security benefits got "Yunongtong" connected to the system of the local social security bureau, so that "Yunongtong" business owners became the "probe" of social security eligibility certification. While helping villagers get their eligibility certified conveniently, the platform also effectively prevented fraudulently or falsely claiming social security benefits. As of the end of 2021, it served 80,600 villagers in total. The registration of returning workers through "Yunongtong" was developed as an innovative function, which could take a complete record of migrant workers' basic information, employment state, income state, and round-trip track online, a design greatly enabling local governments to strengthen the management of migrant workers and carry out pandemic containment measures on an ongoing basis. During the Spring Festival, the system was put into operation in 19 districts and counties of Chongqing, with 160,000 migrant workers registered in total.

Relying on the "Yunongtong" app, Jiangxi Branch innovatively built the "Yunongtong Jiangxi Orange" comprehensive service platform, where the "Gannan Navel Orange Loan", a completely online loan product, was launched to effectively solve the financing problems of local farmers. The platform consisted of four functional modules — "I'd like to get a loan", "quality traceability", "I'd like to sell oranges", and "I'd like to buy oranges", which brought the local orange industry under the full-process management. The "Yunongtong Jiangxi Orange" platform and "Gannan Navel Orange Loan" sent financial services directly to orange orchards, making mobile phones a new farm implement.



Account manager of Jiangxi Ganzhou Branch going to navel orange orchards to explain the "Gannan Navel Orange Loan" policy to farmers

Supporting women's innovation and entrepreneurship competitions

CCB sponsored the final of the 2nd China Women's Handicraft Innovation and Entrepreneurship Competition. With the theme of "Inheriting Traditional Handicraft Culture and Contributing to Rural Revitalization", the competition aimed to build a service platform for the female craftspeople who started their businesses innovatively. Its missions were to encourage women to release their enthusiasm and potential for starting businesses, innovation, and creation, help leading enterprises producing handicrafts realize innovative development, carry forward the traditional culture of the Chinese nation, spread craftsmanship, create more jobs for women, and contribute to rural revitalization.

Smooth transition from the battle against extreme poverty to the rural revitalization drive

Relying on "e.ccb.com", its e-commerce platform, CCB launched a section to sell the agricultural and sideline products from the key counties receiving assistance for rural revitalization, with an aim to forge a non-profit platform that integrated online display, online sales, and supporting industrial services of the products from such counties. The platform went into operation formally on 23 September 2021, launching 230 high-quality agricultural and sideline products of 110 merchants from 65 key counties mentioned above, which covered all the provinces where these key counties are located.



Long Luying, a preserver who carries on the intangible cultural heritage, coming to the "Yunong School" and teaching embroiderers her superb skills

Creating a Happy, Intelligent Lifestyle

House rental

Being clear that "houses are for living in, not for speculation" and supportive of the policy that "encourages both housing purchase and renting", CCB took steady moves to implement the housing leasing strategies. It built a comprehensive service platform for housing rental to provide information infrastructure for the standardized and healthy development of the market; it provided a diversity of innovative financial service solutions, cultivated large-scale market players, and helped to cut down on financing costs in the industry; it established

specialized subsidiaries to directly participate in building the housing rental market, with an aim to lead and facilitate the development of the housing rental industry; and it launched innovative product and service models to mobilize idle houses in society and increase the supply of housing for long-term rental. Answering the call of national policies, it participated in or supported the development of government-subsidized rental housing, and helped new citizens and young people solve their housing problems.

Beijing "Entrepreneurs' Home" project: Creating a home for entrepreneurs with financial wisdom

Beijing Branch input RMB100 million of loans to finance the Xihongmen "Entrepreneurs' Home" project. As one of the first rental housing projects built on collective land for development purposes in Beijing, the Xihongmen project not only helped meet the housing needs of new citizens such as entrepreneurs and industrial workers in the surrounding

parks, but also deeply integrated the local industrial upgrading drive and talent supply. It, therefore, boosted the improvement in urban and rural governance, living environment of communities, and allocation of community resources.

Guangzhou Jiyuandong project: Reconstructing an old factory building into cozy apartments for workers

The Guangzhou Jiyuandong project is located in an old industrial factory building that formerly belonged to a textile mill. As part of the local industrial transformation and upgrading drive, the old building needed to be renovated. Informed of this, Guangdong Branch volunteered to finance the transformation of the "non-residential building into rental housing" by supporting different parties to pool together their resources. With the collaboration of the

government, bank and enterprise, the former old industrial plant was refitted as 167 housing units for long-term rental, of which most were well-decorated and comfortable single rooms of about 30 square meters. This project revitalized the idle assets of state-owned enterprises, and addressed the housing needs of nearby workers. More importantly, it provided a good example for similar housing rental projects in Guangdong Province to follow suit.

Shanghai Minhang "Star House" project: Capitalizing on group advantages to offer diverse funding support

Shanghai Minhang Sub-branch, together with CCB Wealth Management, rolled out innovative financial service solutions, which acted according to local economic conditions, combined the rural revitalization drive with rental housing projects, and mobilized collective land assets to create a new mode of housing rental financing. Relying on the parent company-subsidiary synergy mechanism, the project raised construction funds of RMB300 million

by issuing private wealth management products. Upon completion, it would supply 460 rental apartments (87% of which were small-sized units), thus helping ease the housing shortage facing employees of various enterprises in Minhang Xinzhuang Industrial Park. "I was told that when this building is completed and rented out, villagers like me will get dividends every year," said excitedly Uncle Zhang, a resident of Zhonggou Village.

Smart government affairs services

CCB integrated its own advantages in financial resources, FinTech, and financial system, explored the new business mode of digital government, and strove to advance platform building

and value creation simultaneously, with a view to helping modernize the governance system and ability with smart government affairs services.

Facilitating the availability of high-demand government affairs services across provinces

An innovative integrated service platform was established with technologies to make services available on an inter-provincial basis. The special service area was launched in the urban areas of Chongqing, Sichuan, Yunnan, Guizhou and Tibet, to make sure more than 400 matters could be handled online throughout the process. Within any of these places, services could be automatically distributed or circulated online, involving civil affairs, taxation, transportation, and 14 other government departments and covering many high-demand service items like household registration transfer, health insurance and social security, housing provident funds, non-tax contributions, and utility bills payment. The service area provided a larger number of convenient government affairs services for enterprises and people in these places. With channels shared, a special service area of the platform achieved full coverage in 31 provinces, municipalities, and autonomous regions nationwide.

1,593

government affairs services
of various types covered

Unveiling a new mode of government affairs services

In Chongqing, CCB continued to improve service efficiency, by helping the local government launch the new version 3.0 of the "Chongqing Quick Office" platform and creating the first service area within the system where government affairs services were available across Sichuan and Chongqing. As of the end of 2021, the "Chongqing Quick Office" platform had over 21 million registered users and handled over 4 million matters per month. In addition, the 3.0 version of the platform used advanced technologies such as artificial intelligence (AI) and big data to deliver more intelligent, precise, and personalized government affairs services, which greatly enhanced the user experience.

In Shaanxi, CCB assisted the local government in launching the government affairs service brand "Shaanxi Public Servant", initially forming a government affairs service system covering four terminals (website, mobile app, physical hall, self-service device), one review system, and one hotline "12345". Designed with the concept of "central kitchen", the platform was aimed to devise a new government affairs service mode of "provincial wholesale, city/county retail", and build a comprehensive service framework that would cover all matters, full processes, and various scenarios, thus getting the quality and efficiency of government affairs services further assured.

Consumer Protection

Committed to the "people-centered" and "customer-oriented" approach to development, CCB effectively fulfilled the primary responsibility for consumer protection management. Starting from complaint governance, the Bank built an all-around complaint management system, improved the consumer protection review mechanism, continuously streamlined

business processes, explored new modes of financial education, and properly addressed the problems complained about by the public, in a bid to safeguard the legitimate rights and interests of consumers. The overall satisfaction of personal customers in 2021 was 81%.

Intensifying information security management of personal customers

On the institutional level, according to the requirements on consumer protection and the business development needs, CCB revised and formulated relevant policies and measures, mainly including: the *Implementation Rules of China Construction Bank for Network and Information Security Management*, the *Data Security Grading Standard for Personal Banking Information of China Construction Bank (Version 2021)*, the *Measures of China Construction Bank for the Online Finance Security Management (Version 2021)*, and the *Management Measures on Personal Customers' Information of China Construction Bank (Version 2021)*. By doing so, the Bank further refined the personal information security protection system.

On the system level, CCB continued to examine the scenarios related to personal customer information queries in the

business systems throughout the Bank. By filtering out sensitive customer information, reducing unnecessary information displays, and strengthening the management on query authorization, the Bank intensified the security protection for personal customer information and implemented the "lawful, reasonable, necessary, and integral" principle for the use of personal customer information. At the same time, it explored the application of artificial intelligence, big data and other technologies in the protection of personal customer information, iterated and upgraded the customer information query monitoring models, strengthened the monitoring and analysis of employees' abnormal behavior, and promptly blocked the attempts made by staff to consult customer information with internal terminal devices in breach of related provisions.

Strengthening data security management

In accordance with relevant laws and regulations and regulatory requirements on data security management, CCB successively formulated and issued the *Measures for Data Risk Management of China Construction Bank*, the *External Data Management Measures of China Construction Bank*, the *Data Security Grading Standard of China Construction Bank* and the *Data Security Grading Standard for Personal Banking Information of China Construction Bank*, to strengthen management from the three dimensions of data risk, external data and data grading.

CCB carefully studied and analyzed national laws and regulations such as the *Personal Information Protection Law*, the *Cybersecurity Law*, the *Data Security Law* and the *Regulations on Security Protection of Critical Information Infrastructure*. With new laws and regulations as a yardstick for strengthening data security and *Financial Data Security: Data Security Assessment Standard*

(*Exposure Draft*) issued by the People's Bank of China as the guide, CCB formulated the Plan for Implementing Data Security Management, assembled a flexible work team for data security, and promoted the development of the group-wide data security protection system. Currently, it has completed the building of the privacy authorization management module, realized initial authorization management of internal and external data, developed data security grading and marking tools, implemented the data security grading regulations, and launched a comprehensive data security assessment.

To enhance the data security awareness of employees across the Group, CCB has developed the textbook for data analysts on data security and opened data security courses to all employees of the Group. Training attendance across the Group has reached about 73,000 person-times.

Providing the elderly with efficient, high-quality services

CCB attached great importance to the needs of special customers groups including the elderly for financial products and services. It formulated and issued the *Implementation Plan of China Construction Bank to Effectively Solve the Difficulties of Senior Citizens in Using Intelligent Technology*, ensured traditional service methods and intelligent service innovations could go in parallel, and continued to furnish the elderly with up-to-standard, efficient, high-quality, and satisfactory financial services.

Enhancing the service capacity of traditional channels. As of the end of 2021, 25 outlets of CCB passed the certification initiated as per the *Requirements for Bank Outlets to Provide Elderly-friendly Services* ahead of others, accounting for 42.19% of the total in the industry. At the same time, the Bank relied on the "Workers' Harbour" project to render senior citizens and other special groups with attentive and considerate services.

Improving the functions of online intelligent channels. CCB developed a version of official website friendly to the elderly and people with disabilities, and improved the functions of mobile banking to help elderly customers meet their needs for recreational activities, health care, and wealth management without leaving home. Besides, the "95533" hotline was made more aging-friendly, to provide more thoughtful, considerate, and convenient services.

Raising the awareness of consumer protection among the elderly. While adding an "Elderly Consumer Protection Classroom" to the "Financial Literacy Promotion" platform of CCB Training Center, the Bank also compiled a large-print version leaflet of financial knowledge for the elderly, created the "Smart Banker" voice service for consumer protection, and organized branch employees to visit communities, nursing homes, and universities for the elderly.



An outlet employee instructing a customer how to use intelligent teller machine

Listening to the voice of customers

Hunan Branch took active precautions beforehand, by regulating marketing and publicity behavior on an ongoing basis and improving customer service standards. The branch made efficient in-process disposal. It opened a consultation hotline at branch and sub-branch levels, continued to put in place unimpeded feedback channels, and moved fast to deal with requests of customers. With the joint meeting mechanism improved and resources pooled for rapid response, it could solve all complex and difficult problems raised by customers properly. The branch sought to make ex-post improvement. Given the comments/suggestions and problems fed back by customers, it

continued to improve various policies and documents, service procedures, and work requirements. As a result, customer experiences were enhanced significantly.

Anhui Branch kept complaint channels within outlets clear, so as to respond to customers' requests as soon as possible. The branch intensified training, enhanced the ability to deal with and solve problems, strengthened the monitoring, tracking, and supervision of key areas prone to customer complaints, and made concrete efforts to improve the quality and efficiency of customer services significantly.

Elderly-friendly services

Six outlets, including the Banking Department of Beijing Anhua Sub-branch, passed the certification initiated by Beijing National Financial Technology Certification Center as per the *Requirements for Bank Outlets to Provide Elderly-friendly Services*, and were inaugurated as the first batch of "Elderly-friendly Service Demonstration Outlets" in China on 30 June 2021. These demonstration outlets actively promoted the elderly-friendly version of mobile banking to older customers to enhance their experience of online financial services; devised a fund transfer business flow exclusive for elderly users, which provided a series of intelligent guidance functions such as operation guidelines and text prompts; and installed accessible intelligent teller machines for the convenience of elderly customers with limited mobility or using wheelchairs. Relying less on others to handle business on their behalf, elderly users could better protect their privacy and fund security.

The Banking Department of Kunming Guandu Sub-branch was the first outlet specializing in serving "silver hair" customers established by Yunnan Branch. It paid social security benefits to applicants on behalf of the local

authority, and nearly 70% of its visitors were elderly people. In addition to hot drinking water, magnifying glasses and presbyopic glasses were available in its rest area. In the waiting area was a mobile form-filling counter. The lobby manager was always ready to help the elderly use the smart teller machines. Besides, a large-print *Anti-Fraud Manual* could be found at the outlet.

Zhenhai Mingyuan Sub-branch in Ningbo strove to build itself into a model of providing elderly-friendly financial services. It not only worked with communities to disseminate financial knowledge on a regular basis, but also innovatively set up a special service area for elderly customers at its outlet. The availability of medical kits, rain gears, masks, and books loved by seniors in the service area let elderly customers feel they are well cared for at CCB. Being conscious of vulnerability to telecommunications fraud among senior citizens, staff members of the sub-branch would ask the elderly customers transferring funds their relationships with the payee and the purpose of transfer. By doing so, they aimed to help the elderly to keep their money safe.



The account manager of Beijing Anhua Sub-branch handing over the specially designed buzzer to a senior customer



Counters for elderly people set at Yunnan Branch to better serve older customers

Promoting consumer protection awareness at the primary level

Relying on CCB Training Center's "Consumer Protection Classroom", Shaanxi Branch regularly invited experts from various fields to go to farm fields and teach farmers knowledge on financial consumer protection and practical techniques in farming, sewing, cooking, and other domains, thus doing its part to consolidate the achievements in poverty alleviation.

Focused on the building of "digital China", Fujian Branch built a digital service exhibition hall as a means of joyful learning to let people experience digital technology. It visited the Minxi Old Revolutionary Base Area in Gutian County, offering "consumer protection tips" to local residents and raising their awareness of consumer protection.

At the time of spring plowing, Heilongjiang Branch sent the Zhang Fuqing task force to visit some villages, where they extended loans to farmers in need and disseminated consumer protection knowledge, so as to enhance their self-protection awareness. This move combined agricultural production and consumer protection education.



CCB staff going into an ethnic minority community to disseminate financial knowledge



Zhejiang Jiaying Branch promoting anti-fraud knowledge at "Yunongtong" service points across the city

Innovation-driven and Low-carbon Development

CCB continued to strengthen the organizational guarantee for the green finance work. It took further steps to make sure the Board of Directors and the Senior Management could lead and coordinate green finance as a whole, propelled the bank-wide transition to green operation, and did its part to realize the goal of carbon peak and carbon neutrality. With green finance incorporated into the bank-wide strategy, the Bank spared no effort to make its development of green finance in step with the green, low-carbon transition of the Chinese economy and society. In March 2021, the Bank set up a leading team for achieving carbon peak and carbon neutrality, and formulated 20 action plans to serve the realization of the above goal, the *Action Plan for Completely, Accurately and Fully Applying the New Development Philosophy and Contributing to Reaching Peak Carbon Emissions and Carbon Neutrality*, and the *Strategic Plan for Green Finance Development (2022-2025)*. The meetings of the Green Finance Committee and of the leading team were held, where attendees fully discussed the key tasks related to ESG, and rolled out key measures to gain new advantages in green finance.

Besides, management policies of environmental and social risks and environmental and climate risks for corporate credit business were formulated, and environmental and social risks, and environmental and climate risks were incorporated into the full-process of credit management. The "one-vote veto" system for environmental and climate risks was introduced to make biodiversity review a procedure prior to the project evaluation. In the pre-lending customer surveying and project evaluation, considerations were given to energy consumption and pollutant discharge levels of customers as well as the impact of their production and operation on environment and biodiversity. In the process of credit approval, differentiated credit approval strategies were implemented for customers given the levels of their environmental and climate risks. Environmental and climate risk-related content was added to the step of post-lending inspection, so as to assess the impact of environmental and climate risks on the production and operation activities of enterprises and their ability to repay loans in a science-based manner.

Continuously enriching the ecological implications of green finance. CCB carried out the New Finance initiative that advocates technology, inclusiveness, and sharing, established the "Green and Low-carbon Area" on Jianrongzhihe platform featuring six themes, namely, green project library, project matchmaking, financial services, enterprise activities, and news & reports, to empower customers and realize intelligent matchmaking of project information, financial services, etc. In the meantime, it actively piloted the green management and greet outlet programs, and empowered the green development of the economy and society with digital technology.

CCB took an active part in unveiling innovative products and services. Specifically, it carried out the innovation marathon themed on "Promote the Three Major Strategies, Put into Practice the New Finance Concept, Adhere to Digital Operation, and Implement Sophisticated Management" and developed more than 110 innovation projects centering on green products and services. It released the CCB-Wind Green ESG Bond Issuance Index and made active response to national policies on supporting the development of renewable energy. CCB was the first in the banking industry to innovate in renewable energy subsidy-based loans, which effectively eased the financial strain of renewable energy power generation companies that haven't received their

due renewable energy subsidies. CCB underwrote the first batch of interbank carbon neutrality-themed bonds, the first batch of interbank sustainability-linked bonds, and the first carbon neutrality-themed credit circulation project in China. Meanwhile, it implemented the first green asset transfer project, completed the first interbank quasi-REIT deal, and pioneered the green non-standard assets. All these moves were aimed to facilitate low-carbon development with green innovation.

CCB actively gave play to the transmission role of policy instruments to strengthen resource allocation. It made good use of carbon emission reduction support tools, re-lending for clean and efficient coal utilization, green financial bonds, etc. to support quality projects in key fields such as clean energy, energy conservation & environmental protection, etc.

CCB developed differentiated management policies for customers on the white list of green credit. It provided quality green credit customers and projects with policy support and guarantee in internal transfer price, economic capital occupation, pricing authorization, and ensured quality and efficient services for customers.

The Group's subsidiaries actively carried out green investment and financing business. CCB Principal Asset Management joined the United Nations Principles for Responsible Investment (UN PRI), and issued multiple ESG-themed products. CCB Asset Management launched ESG-themed wealth management products as a move to intensify investments in green assets. CCB Life and CCB Futures continued to increase the allocation of various green assets. CCB Financial Leasing led the industry to forge a green leasing brand.

CCB organized and held training sessions on green finance. It successfully held lectures on "Carbon Peak and Carbon Neutrality: Opportunities and Challenges Faced by Commercial Banks" and organized customer managers and approvers across the Bank to participate in training on policies and regulations on green finance. It also strengthened capability building among employees relating to green finance business and improved the identification and management levels of ESG related risks.



EUR800 million green bond of Luxembourg Branch going listed.

Green Finance GIS Management Platform

CCB designated a branch at the Demonstration Zone of Green and Integrated Ecological Development of the Yangtze River Delta in Suzhou to pilot green finance from the Head Office level. The Suzhou-based branch was tasked to actively explore promoting the all-around green transformation of the Chinese economy and society through the New Finance initiative, enrich the green connotation of balance sheet, create value with technology, increase social equity with inclusive finance, and empower social development through shared services. To this end, the Green Finance GIS Management Platform was set up, and the development of the first phase was completed. On the platform, green finance data of enterprises such as environmental performance, industry attributes, loan status, capital and equity association, and energy consumption could be integrated into the GIS to realize visualized big data analysis and provide support for expanding the green finance customer base, carrying out green credit management, and issuing early warnings about environmental and climate risks.

Enterprise-level product spectrum management platform

CCB has developed the enterprise-level product spectrum management platform. Based on the platform, it has established a systematic, automated and structured product innovation management system, which supports rolling declaration and evaluation of innovation projects across the Bank and is seamlessly connected to the transplantation library, providing efficient platform support for creating a bank-wide innovation atmosphere and cultivating excellent innovation results. By conducting online innovation evaluations and incentive selections, CCB has promoted vigorous development of innovation activities in green finance and accelerated the promotion and application of excellent innovation results across the Bank. In 2021, CCB launched innovative products and services like Toolkit for Green Direct Financing and Renewable Energy Subsidy-based Loan, and participated in the underwriting of new types of green bonds such as the first non-financial enterprise "Sustainability-linked Bonds (SLB)" and "Carbon Neutrality bonds", which provided effective fund support for the fields of green service, energy conservation & environmental protection, green upgrading of infrastructure, etc.

Green outlet building

The first "5G+ Green Smart Bank" within the CCB system was built by Beijing Branch and went into operation officially on 10 September 2021 in the Beijing Municipal Administrative Center Government Service Center. The outlet achieved the low-carbon development from such dimensions as green

design, green construction, and green operation. Besides, it introduced innovative modes of one-stop service and new forms of green service to improve customer experience and let them feel the green transition was actually happening.

Exploring a new mode of low-carbon transformation promoted by bank-enterprise cooperation

CCB increased its collaboration with China National Offshore Oil Corporation ("CNOOC") on "carbon finance", exploring a new mode of low-carbon transformation promoted by bank-enterprise partnership. An innovative business model called "Carbon Credit Loan" was pioneered so that Zhongshan Jiaming Electric Power Co., Ltd. ("Jiaming Power") could use its 40,000 tons of carbon emission allowances as the pledge to get low-cost financing for its energy-saving technology upgrading. By writing off 5,000 tons of emission allowances, Jiaming Power supported CCB Huadu Branch in the Guangdong Pilot Zone for Green Finance Reform and Innovation to realize carbon neutrality. Huadu Branch received a carbon neutrality certificate from China Emissions Exchange. Huadu Branch, therefore, became the first bank arm in China to achieve a net carbon footprint of zero in its own operation through offering green credit support, and Jiaming Power turned out to be the first power company in the country that committed to voluntary emission reduction and write-off of carbon allowances. This project helped companies transit from passive carbon reduction to active emission cut, thus making it possible for financial institutions and green enterprises to attain low-carbon development together.

5,000 tons
of carbon emission allowances
written off by Jiaming Power

"Renewable Energy Subsidy-based Loan"

Based on the financial subsidies which are receivable but uncollected yet by renewable energy power generation enterprises, CCB provides financial support to those enterprises to help ease their temporary financial strain before the subsidies are in place, thus promoting the healthy and orderly development of the wind power industry, PV industry, etc. In 2021, CCB granted RMB841 million Renewable Energy Subsidy-based Loans, and the branches granting such loans included Hebei Branch, Xinjiang Branch, Qinghai Branch, Shaanxi Branch, Yunnan Branch, etc.

RMB 841 million
Renewable Energy Subsidy-based
Loans granted in 2021

"Energy Efficiency Loan"

Zhejiang Branch has launched the first ESG rating related loan service in the local market, which has included enterprises' environmental index into the loan access conditions and used environmental information as a basis for the adoption of CCB's differentiated risk mitigation measures for credit. Meanwhile, it provides different preferential loan interest rates based on enterprises' green ratings and it mainly serves green financing enterprises and projects that take green operation as their main business and are certified by their local governments' green rating systems. After the product was launched, more than RMB25 million loans were granted, which effectively supported the development of a leading hydraulic dredging company in the province.

RMB 25 million
loans granted

"Carbon footprint" linked loan

When offering loans to eligible enterprises, Guangdong Branch may provide an interest rate based on cost and enterprises' carbon dioxide emissions. Enterprises' carbon dioxide emissions will be calculated by a third-party professional institution recognized by relevant departments. CCB uses the enterprise's carbon dioxide emissions in the initial evaluation results as the reference value. During the monitoring cycle, if the enterprise's carbon dioxide emissions decrease compared to the reference value, the loan interest rate for the enterprise may be lowered by a certain

proportion based on the loan cost; if the enterprise's carbon dioxide emissions increase compared to the reference value, the loan interest rate may be raised by certain proportion based on the loan cost. By linking carbon emission reduction performance with enterprises' financing cost, it can help enterprises reduce financing cost through energy conservation, while propelling enterprises to actively improve energy efficiency through improvement for energy conservation and thus realize transformation and upgrading.

Ecological management in the Wuliangsu Lake

As early as 2013, CCB actively introduced the KFW Promotional Loan to finance the wastewater treatment and reclaimed water reuse projects in cities near the Wuliangsu Lake, as part of the efforts to enhance the ecological protection in the Wuliangsu Lake and the Hetao basin. In recent years, the Bank has cooperated with the French Development Agency (AFD) again to provide a EUR60 million on-lending of overseas borrowing for the integrated environmental protection projects to help restore and improve the water circulation and damaged ecological functions of the Wuliangsu Lake. With the implementation of the new projects, the biodiversity of the lake region and the vegetation coverage of the surrounding areas would be further improved, the degraded land would cease to expand, and the lake would come under further enhanced ecological governance.

EUR 60 million
on-lending of overseas borrowing
provided for the integrated
environmental protection
projects

Helping preserve natural forest resources

Since the launch of the natural forest protection project by China, the Greater Khingan Mountain in Inner Mongolia, with the support of CCB and other financial institutions, has been stepping up the forest cultivation and protection efforts. In the past two decades, it completed artificial afforestation of 2.667 million mu (about 177,800 hectares), tended forests of 69.53 million mu (about 4,635,333 hectares), replanted forests of 1.775 million mu (about 118,333 hectares), and put under effective management forests of 144.9738 million mu (about 9,664,920 hectares). Meanwhile, the mountain saw its forested area, total standing forest stock, and forest coverage increasing from 6.37 million hectares, 660 million cubic meters, and 60.1% at the beginning of development to 8.27 million hectares, 949 million cubic meters, and 77.44% at present. Besides, a total of 96,698 job opportunities were created in the process.

2.667 million mu
artificial afforestation in past two
decades

69.53 million mu
tended forests

1.775 million mu
replanted forests



Natural forests under protection in Inner Mongolia

Performance:
Our Achievements



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Performance: Our Achievements

Economic Performance

Economic performance	2021	2020	2019
Total assets (RMB trillion)	30.25	28.13	25.44
Net profit (RMB100 million)	3,039.28	2,735.79	2,692.22
Return on average assets (%)	1.04	1.02	1.11
Weighted return on average equity (%)	12.55	12.12	13.18
Number of banking outlets worldwide	14,510	14,741	14,912
Tax payment (RMB100 million)	822.75	703.62	641.52
Social contribution per share (RMB)	3.80	3.41	3.08
Balance of agriculture-related loans (RMB100 million)	24,658.18	20,888.00	18,124.89
Balance of inclusive finance loans (RMB100 million)	18,736.83	14,523.55	9,631.55
Number of inclusive finance loan customers (10,000 accounts)	193.67	170.03	132.51
Balance of personal housing loans (RMB100 million)	63,865.83	58,308.59	53,050.95
Balance of real estate development loans for indemnificatory housing projects (RMB100 million)	1,361.43	1,421.96	1,521.00
Balance of shantytown renovation loan (RMB100 million)	1,174.64	1,276.90	1,402.94
Payment to suppliers (RMB100 million)	151.54	128.50	52.75
Expenditure on public welfare donation (RMB10,000)	11,958	44,888	13,377

Note: In accordance with the requirements of the *Circular of the General Office of the China Banking and Insurance Regulatory Commission on Further Promoting the High-Quality Development of Financial Services for Small and Micro Enterprises in 2021*, the Bank's reporting standard for inclusive finance indicators has been adjusted in statistical scope since 2021, excluding data relating to bill discounting and re-discounting business.

Environmental Performance

Green credit	2021	2020	2019
Balance of green loans (RMB100 million)	19,631.29	13,427.07	11,758.02
Standard coal equivalent emission reduction (10,000 tons)	12,427.57	3,506.48	3,196.96
Carbon dioxide equivalent emission reduction (10,000 tons)	12,509.58	7,388.66	7,233.31
COD emission reduction (10,000 tons)	394.93	99.37	33.44
Ammonia and nitrogen reduction (10,000 tons)	59.39	4.80	3.54
Sulfur dioxide emission reduction (10,000 tons)	359.27	87.23	60.09
Nitric oxides emission reduction (10,000 tons)	457.03	90.22	30.65
Water saving (10,000 tons)	22,844.55	11,333.87	6,629.90

Note: In accordance with the *Notice on the Relevant Work of the Green Finance Statistical System* issued by China Banking and Insurance Regulatory Commission, the Bank updated the statistical scope for green loan-related indicators in 2021.



Greenhouse gas emissions	2021	2020	2019
Greenhouse gas emissions (tons)	1,643,454.48	1,481,223.32	1,574,914.66
Greenhouse gas emissions per employee (Scope 1 & 2) (tons per person)	4.927	4.378	4.868
Direct emissions (Scope 1) (tons)	127,378.31	88,906.10	115,242.34
Natural gas (tons)	38,424.62	34,176.31	38,417.11
LPG (tons)	2,838.74	1,107.37	7,729.67
Coal (tons)	64.73	192.66	1,027.96
Gasoline (tons)	75,394.47	46,901.34	56,436.96
Diesel (tons)	7,312.93	6,318.13	11,142.86
Others (tons)	3,342.82	210.29	487.72
Indirect emissions (Scope 2) (tons)	1,516,076.17	1,392,317.22	1,459,672.38
External power purchase (tons)	1,516,076.17	1,392,317.22	1,459,672.38

Note: 1. CCB established a work group for carbon footprint management in 2021 and engaged external professional institutions to inspect the energy and resources consumption of the whole bank from 2016 to 2021.

2. The statistical scope of the environmental performance data includes the Head Office, all institutions under the jurisdiction of 35 domestic branches, Northeastern China College and Eastern China College of CCB Training Center, Beijing Production Park, and Wuhan Production Park. Data from 2019 to 2021 was collected according to the latest statistical scope, thus cannot be compared with those of previous years.

3. Based on the Group's business nature, greenhouse gas emissions were mainly from purchased electricity and burning of fossil fuel. The calculation of greenhouse gas emission was in compliance with the requirements for the activity level data and emission factors in the *Guidelines on Accounting Methods and Reporting of Greenhouse Gas Emissions of the Operating Unit (Company) of Public Buildings (Trial)*, the *ISO14064-1 Greenhouse Gases-Part 1: Specification and Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emission and Removal*, and the *2011 and 2012 Average CO₂ Emission Factor for Regional Power Grids in China*.

4. Others include bioethanol, methyl alcohol, and other alcohol-based fuel.

Energy and water consumption	2021	2020	2019
Energy consumption (tons of standard coal)	335,950.96	299,247.57	324,919.23
Energy consumption (MWh)	2,734,978.95	2,436,176.42	2,645,169.57
Direct energy consumption (tons of standard coal)	63,187.73	47,526.92	59,110.63
Natural gas (tons of standard coal)	19,050.57	17,573.99	19,890.81
LPG (tons of standard coal)	4,789.10	4,810.93	7,492.14
Coal (tons of standard coal)	24.55	70.78	358.99
Diesel (tons of standard coal)	2,964.15	7,877.05	4,077.24
Gasoline (tons of standard coal)	36,333.98	17,072.79	27,136.72
Others (tons of standard coal)	25.38	121.39	154.72
Indirect energy consumption (tons of standard coal)	272,763.23	251,720.65	265,808.60
External power purchase (tons of standard coal)	272,763.23	251,720.65	265,808.60
Annual energy consumption per employee (tons of standard coal per person)	1.007	0.907	1.004
Water consumption (tons)	20,600,497.71	23,171,202.67	23,790,030.70
Annual water consumption per employee (tons per person)	61.760	70.260	73.532

Note: 1. The main sources of energy consumption of the Group were natural gas, LPG, coal, diesel, gasoline and purchased electricity.

2. The energy consumption was calculated based on power and fuel consumption and relevant conversion factors provided in the *Chinese national standard General Rules for Calculation of Comprehensive Energy Consumption (GB/T2589-2008)*.

3. The statistical scope of diesel consumption included diesel consumption by motor vehicles and stationary sources.

4. The statistical scope of the main water consumption of the Group included municipal water supply and reclaimed water.

5. Others include bioethanol, methyl alcohol, and other alcohol-based fuel.

Paper consumption	2021	2020	2019
Office paper consumption (tons)	11,172.33	12,635.51	11,746.87
Annual paper consumption per employee (tons per person)	0.033	0.038	0.036

Note: The statistical scope of office paper consumption only included A3 and A4 copying paper.

Waste	2021	2020	2019
Harmless waste (tons)	272.17	689.65	409.31
Discarded electronic information products (tons)	167.26	445.03	244.64
Scrapped vehicles (tons)	79.19	229.83	155.38
Waste batteries (tons)	10.06	4.35	2.30
Discarded office supplies (tons)	15.66	10.44	6.99
Annual total harmless waste consumption per employee (tons per person)	0.003	0.007	0.011
Hazardous waste (tons)	37.46	36.06	19.46
Discarded toner cartridges (tons)	37.46	36.06	19.46
Annual total amount of hazardous waste consumed per employee (tons per person)	0.0004	0.0004	0.001

Note: 1. The statistical scope in 2020 and 2021 includes Head Office workplaces, business institutions under the jurisdiction of 10 city branches (Beijing, Tianjin, Shanghai, Chongqing, Dalian, Ningbo, Qingdao, Xiamen, Shenzhen and Suzhou), and workplaces of headquarters of 27 provincial and regional branches, thus data in 2020 and 2021 cannot be compared with data in 2019.

2. The harmless waste involved in the operations of the Group mainly included discarded electronic information products, discarded office supplies, waste batteries and scrapped vehicles.

3. Discarded electronic information products mainly included microcomputer hosts, displays, laptops, printers and servers.

4. Waste batteries only included dry batteries and did not include storage batteries.

5. Discarded office supplies only included sign pens, paper clips and staples.

Low carbon operation	2021	2020	2019
Proportion of off-counter account transactions (%)	99.58	99.51	99.40
Financial transaction migration rate via electronic channels (%)	97.34	96.57	94.77

Social Performance

Employees	2021	2020	2019
Total number of employees (persons)	351,252	349,671	347,156
By gender			
Male (persons)	161,715	160,030	158,306
Female (persons)	189,537	189,641	188,850
By age			
30 and under (persons)	73,709	73,949	74,583
31 to 40 (persons)	104,509	100,037	93,704
41 to 50 (persons)	92,238	105,665	117,718
51 to 59 (persons)	80,591	69,859	60,952
60 and above (persons)	205	161	199
By region			
Yangtze River Delta (persons)	52,183	52,083	51,654
Pearl River Delta (persons)	45,269	44,833	44,300
Bohai Rim (persons)	57,450	57,346	57,268
Central China (persons)	78,951	78,228	77,720
Western China (persons)	67,605	67,348	66,570
Northeastern China (persons)	34,305	34,650	34,961
Head Office (persons)	14,146	13,842	13,626
Overseas (persons)	1,343	1,341	1,057
By employment type			
Additional labor contractors (persons)	3,470	3,556	3,774
Other			
Ethnic minority employees (persons)	20,928	20,382	19,689
New employees (persons)	16,462	16,397	15,290
Foreign employees (persons)	1,033	1,034	811

Employee turnover	2021	2020	2019
Overall turnover rate (%)	1.9	1.6	1.9
By gender			
Male (%)	1.9	1.5	-
Female (%)	2.0	1.7	-
By age			
25 and under (%)	6.7	5.5	5.1
26 to 35 (%)	3.4	2.9	3.8
36 to 45 (%)	1.0	0.8	1.2
46 to 54 (%)	0.3	0.3	0.4
55 and above (%)	0.2	0.2	0.2
By region			
Yangtze River Delta (%)	3.3	2.8	3.1
Pearl River Delta (%)	2.2	1.5	2.1
Bohai Rim (%)	1.5	1.3	1.6
Central China (%)	1.4	1.2	1.5
Western China (%)	1.9	1.5	1.6
Northeastern China (%)	1.1	1.0	1.1
Head office (%)	3.3	2.6	5.3
Overseas (%)	10.1	9.0	9.7

Note: 1. The Head Office included headquarters, Credit Card Center, Customer Service Center, centers directly under the Head Office, and Training Center.

2. The statistics of overall turnover rate, turnover rate by gender, and turnover rate by age didn't include overseas employees.

Employment injury	2021	2020	2019
Death toll on business (persons)	10	8	11
Business death ratio (%)	0.003	0.002	0.003
Working days affected as a result of employment injuries (days)	18,350	21,093	19,753

Employee training	2021
Percentage of male employees attending training (%)	99.42
Percentage of female employees attending training (%)	99.98
Percentage of training attending employees at the tier-1 branch level and Head Office department level and above (%)	100
Percentage of training attending employees at the tier-2 branch level, tier-1 branch department level, and Head Office division level (%)	100
Percentage of training attending employees at the business manager level and below (%)	99.64
Average training hours of male employees (hours)	99.85
Average training hours of female employees (hours)	112.60
Average training hours of employees at the tier-1 branch level and Head Office department level and above (hours)	161.39
Average training hours of employees at the tier-2 branch level, tier-1 branch department level, and Head Office division level (hours)	152.30
Average training hours of employees at the business manager level and below (hours)	104.80

Note: In 2021, the Bank launched the new "Training Management ERP System", so the statistical method has changed from previous years.



Supply chain management	2021	2020	2019
Number of suppliers in the Yangtze River Delta	10,047	6,584	2,060
Number of suppliers in the Pearl River Delta	6,372	4,874	2,608
Number of suppliers in the Bohai Rim	6,346	4,366	1,593
Number of suppliers in Central China	5,457	3,544	1,068
Number of suppliers in Western China	7,320	5,088	1,883
Number of suppliers in Northeastern China	3,878	2,533	719
Local supplier procurement expenditure as a percentage of the total (%)	99.66	99.63	99.92
Contract fulfillment rate (%)	100	100	100
External expert participation rate (%)	9.41	6.68	7.55
Number of social responsibility training sessions for suppliers (including interviews and business exchanges)	35	32	28

Development of service channels	2021	2020	2019
Number of online banking users (10,000)	40,332	38,167	35,002
Number of personal mobile banking users (10,000)	41,711	38,794	35,076
Number of users that connect bank accounts with WeChat (10,000)	11,343	9,441	7,694
Number of phone banking customers (10,000)	44,681	41,964	38,147
Number of self-service bank branches	23,679	25,529	27,126
Number of ATMs	69,030	79,144	86,767
Number of smart banks	63	63	61
Number of outlets with a wheelchair access ramp	11,027	10,904	10,684
Number of outlets with "Courtesy Window"	14,008	14,145	14,292
Number of outlets with "Workers' Harbour"	14,040	14,163	14,310

Social Recognition

Evaluating/Awarding Organization	Evaluation Results/Title of Recognition
MSCI	ESG rating was maintained at A in 2021
FTSE Russell	H-shares as a constituent of FTSE4Good Index Series
The Central Committee of the Communist Young League	CCB Ankang Poverty Alleviation Task Force was rated as the Public-spirited Youth Group in China The "Financial Literacy Promotion Yunong School" Young Volunteer Service Project won the Bronze Medal of the Fifth China Young Volunteer Services Social Entrepreneurship Contest
National Development and Reform Commission (Department of Social Development) and Ministry of Education (Department of Vocational and Adult Education)	CCB made its way to the "List of Enterprises Promoting the Integration between Industry and Education"
Ministry of Education	In the 2021 Week of Life-long Learning for All, CCB's Financial Literacy Promotion Yunong School was selected as one of the life-long learning brands, and the Financial Literacy Promotion project was included in the collection of typical activities and cases.
Ministry of Civil Affairs, P.R.C.	11th China Charity Awards under the category of Charitable Enterprises
China Banking and Insurance Regulatory Commission	Excellent Organization of March 15 Education and Publicity Week in 2021 Excellent Organization of the Joint Financial Literacy Improvement Campaign in 2021
People's Daily	China Corporate Social Responsibility Case Award 2021
The 16th People Corporate Social Responsibility Awards of people.cn	Enterprise of the Year 2021 Special Contribution Award
Xinhuanet	A good example of Chinese enterprises in serving the real economy and rural revitalization, participating in public welfare programs and fulfilling social responsibilities
Sina.com.cn	CCB ranked No. 1 in the banking industry on the list of "Top 500 Excellent ESG Enterprises in China" Best Corporate Governance Responsibility Award Best Bank Award for Responsible Investment
Ifeng.com	Special Contribution Award of the Year
The 17th China Corporate Social Responsibility Forum by China News Service	Responsible Enterprise of the Year
The 5th Global Corporate Social Responsibility Summit	CCB Housing Rental Service Co., Ltd. won the "Award for Sustainable Development and Urban Innovation"
2021 Global Enterprise Sustainable Competitiveness Summit Forum	Exemplary Enterprise with Sustainable Competitiveness Excellent Enterprise in Sustainable Information Disclosure
The 13th Annual Conference on Social Responsibility of Chinese Enterprises by <i>Southern Weekly</i>	Second place in the rankings of Chinese enterprises and first place in the rankings of Chinese banks, both of which were assembled by corporate social responsibilities Outstanding Responsible Enterprise of the Year Model Enterprise of the Year 2021 The "Workers' Harbour" project was granted the Award of Annual Responsibility Case.
Hong Kong Commercial Daily	Most Socially Responsible Financial Institution
China Research Institute of Enterprise Culture	"Workers' Harbour" was honored as Typical Experience of Party Organizations in Enterprises Guiding the Building of Corporate Culture

ESG Disclosure¹

Governance

Governance structure

The Board of Directors of the Bank prepares ESG strategies, clarifies ESG strategic objectives and key tasks, promotes the process management of important ESG issues, supervises and evaluates the implementation performance of ESG strategy, and guides the disclosure of ESG-related information. In 2021, the Bank set up a steering group for carbon peak and carbon neutrality, which is responsible for coordinating and advancing the effort in and making action plans for the realization of the goal.

In 2021, the Related Party Transaction, Social Responsibility and Consumer Protection Committee revised its working rules to specify ESG-related duties and further strengthen the supervision of and guidance for ESG management from the level of corporate governance. Throughout the year, it held nine meetings, which deliberated on core topics on ESG including the ESG-related work, green finance, inclusive finance, finance for rural revitalization, housing rental, consumer protection, supervision and management of related party transactions, charitable donations, and disclosure of non-financial information. It also provided guidance for and supervised the implementation of important matters. At the same time, the Committee supervised the continuous improvement of the ESG governance structure. It urged the Senior Management to set up the Environmental, Social and Governance Promotion Committee, intensified its communication with external institutions by holding ESG seminars, and propelled the integration of ESG concepts into the Bank's strategic implementation and operation management, with a view to promoting sustainable business development across the board.

The Risk Management Committee of the Board of Directors has researched and determined a reporting mechanism for ESG risks, clarifying that the mechanism covers both environmental and climate risk analysis reports and report on quantification of ESG related factors and risks which should be reported to the Committee annually. It supervised the management combining the goals of carbon peak and carbon neutrality with operation management and risk appetite, attached importance to the proactive management of environmental and climate risks, and adjusted the credit policy for industries with high energy consumption and high emissions according to policy requirements in a timely manner.

The Board of Supervisors of the Bank has paid much attention

to the implementation of ESG work of the Group for the purpose of sustainable operation and development, overseen the performance of the Board of Directors and the senior management in ESG work, regularly debriefed on such work and put forward suggestions and requirements accordingly.

The management of the Bank is responsible for planning ESG work and setting goals. The management introduced an indicator of aligning with the ecological protection strategies to the performance appraisal, expanded the application scope of the indicator, and increased the weight of green finance in the appraisal. In May 2021, the Bank became a supporter of the Task Force on Climate-related Financial Disclosure (TCFD) and will improve its climate change risk response plan and information disclosure based on the suggestions of TCFD for information disclosure.

In 2021, the management set up environmental, social and governance promotion committee and office, which assume the following duties: coordinating efforts to promote the overall ESG strategies and plans across the Group; taking steps to incorporate ESG considerations into the business process and risk management. Relevant committees held meetings periodically to discuss the Bank's ESG work, and reported the progress to the Board of Directors and its special committees. ESG factors have been included into the comprehensive risk management framework. The ESG risk-related departments regularly reported work progress and important matters at the request of special committees under the Board of Directors.

The Bank organized multi-perspective ESG training for all employees of the Bank, and each business line organized targeted ESG training and themed studies to further integrate ESG into operation management and business development. In 2021, relying on the CCB Training Center, 2,167 ESG-related training sessions were conducted, training 917,600 employees within the Bank. Among them, 583 training sessions were held online, training 849,400 people; 1,584 training sessions were held offline, training 68,200 people. These training sessions covered topics such as consumer protection, inclusive finance, green finance, anti-corruption and human resources, in a bid to strengthen the capability of employees to deal with ESG matters.

2,167

ESG-related training sessions conducted through CCB Training Center

917,600

employees benefited from the training



¹This part is prepared in accordance with the following requirements of the *Environmental, Social and Governance Reporting Guide* issued by the Stock Exchange of Hong Kong Limited on 18 December 2019. Of it, A4 "Climate change" should be read with reference to "Innovation-driven and Low-carbon Development".

Statement by the Board of Directors

The Board of Directors of the Bank assumes ultimate responsibility for the formulation and implementation of the Group's ESG strategy, defines ESG strategic objectives, key tasks and management priorities, monitors and evaluates the effectiveness of ESG strategy implementation, strengthens ESG risk identification and assessment, and regularly reviews ESG-related objectives and progress of completion. The Board of Directors regularly listens to the progress of the management of ESG related matters by the special committees and the Senior Management and guides the disclosure of relevant information.

Under the guidance of the Board of Directors, the Bank integrates ESG concept into the whole process of strategic development planning and operation management of the Bank, expands and upgrades the New Finance Initiative, and promotes the implementation of ESG related work of the Bank. The management of the Bank studies and develops work objectives in ESG related areas and reports the progress to the Board of Directors regularly.

In 2021, the Bank enhanced communication with stakeholders, identified and assessed important ESG issues through regular

questionnaires and other forms, and submitted them to the Board of Directors and special committees for study and consideration. The Bank identified ESG-related risks, including environmental and climate change risks, actively conducted environmental and climate risk stress tests, and reported the identification, quantitative analysis and management of related risks to the Board of Directors and the Risk Management Committee.

The management of the Bank studied and set targets for ESG-related areas and reported regularly to the Board of Directors on the progress. The Bank also studied and set targets for green operations, which are detailed in section "ESG Disclosure - Environmental" of this report and reviewed by the Board of Directors.

This report was reviewed and approved by the Board of Directors of the Bank on 29 March 2022.

For more information on corporate governance, please refer to the *Annual Report 2021 of China Construction Bank Corporation*.

Principles of the Report

This report follows the principles of materiality, quantitative measurement, balance and consistency.

Materiality: The Bank assessed the materiality in line with *ESG Reporting Guide* and based on stakeholders' concerns. Such work included identifying ESG topics, evaluating the materiality of such topics, reviewing and confirming the evaluation process and results by the Board of Directors.

Quantitative measurement: By referring to applicable quantita-

tive criteria and practices, this report measures and discloses KPIs using quantitative approaches.

Consistency: This report was prepared in the same way as previous ones and ensured consistent and comparable quantitative data. When disclosure of extended data causes the statistical method for the disclosure to change, related explanations will be reported along with the data disclosure of the period.

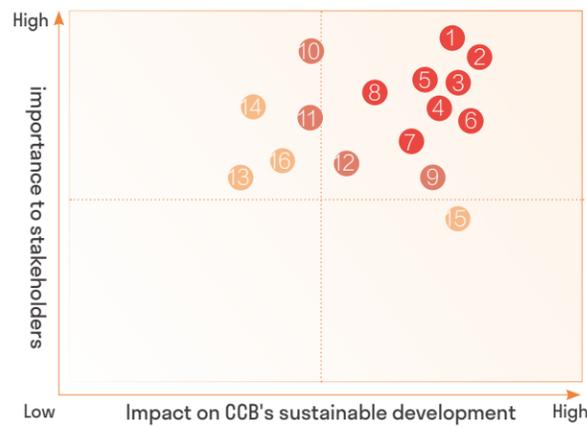
Coverage of the Report

Unless otherwise stated, the scope of this report covers the ESG performance of the entire CCB Group, including the Head Office and its affiliated branches/subsidiaries at home and abroad.

Materiality Analysis

In 2021, CCB continued to track the global pandemic situation and its impact, further increased team collaboration in ESG and information disclosure, and responded to and disclosed information about the core ESG matters of high concern to all parties. In this annual report, the Bank continued to improve the quality of information disclosed on substantial topics, by taking into account the requirements of regulators at home

and abroad, the international initiatives like the Task Force on Climate-related Financial Disclosures (TCFD) and rating results of international rating agencies, as well as the appeals of various stakeholders including investors, customers, employees, professional consulting institutions, academic institutions, social organizations, and media.



Order	Topics	Order	Topics
1	Inclusive finance	9	Operational continuity
2	Green finance	10	Continuous value creation
3	Rural revitalization	11	Information disclosure
4	Fin Tech	12	Maintaining stability of external financial markets
5	Customer privacy and data security	13	Community dedication
6	Employee sustainable development ability	14	Green and low-carbon operation
7	Compliant operation	15	Employee diversity
8	Innovation in financial products	16	Responsible procurement

Environmental

Serial A1: Emissions

CCB attaches importance to green operations. It took the lead in establishing a work group for carbon footprint management, steadily piloted the "zero carbon" program, and made sweeping progress in energy conservation and emission reduction through technological upgrading, management improvement, and awareness enhancement. It ensured safe and eco-friendly recycling and treatment of electronic waste according to the *Interim Measures of China Construction Bank for Financial Management* and the *Interim Measures of China Construction Bank for Management of Computers and Peripherals*.

Central air conditioning systems, elevators, and other major energy-consuming appliances and equipment were renovated or upgraded; and bulbs were replaced with LED lights to reduce carbon emissions. The Head Office has been reducing its electricity consumption in recent years, and its carbon emissions have continued to fall after reaching a peak in 2014. Meanwhile, the Bank increased the proportion of new energy vehicles purchased for business purposes, in a bid to promote the use of such vehicles. It also established a recycling mechanism. It started to standardize the recycling of UPS batteries ahead of peers in the sector, by hiring professional recycling companies to collect batteries across the Bank. A number of products such as smart POS machines and scanning terminals were brought under the recycling mechanism. CCB also launched the "Clear

Your Plate" campaign and promoted the application of information management platforms such as "Smart Canteen" to prepare meals on demand. Besides, CCB disseminated the knowledge on and skills of energy saving, emission reduction, and low-carbon/green operation, advocated green traveling, and organized the "CCB Low-Carbon Life Month" activity, which attracted employees and customers to experience a low-carbon and eco-friendly lifestyle.

CCB piloted the "zero carbon" outlet program so as to build itself into a low-carbon bank. Zhongshan Cuiheng New District Sub-branch of Guangdong Branch received a carbon neutrality certificate from China Emissions Exchange, becoming the first "zero carbon" outlet in the Chinese banking industry. In June 2021, Sydney Branch was certified "carbon neutral" by Climate Active in 2020, and it was the first Chinese-funded enterprise in Australia to get the certification.

CCB established a work group for carbon footprint management, which inspected the energy and resources consumption of the whole bank from 2016 to 2021 in an all-round way and worked with carbon emission experts to study and develop the statistical standards of energy consumption, so as to steadily pilot the "zero carbon" program.

Serial A2 and A3: Use of resources and environment and natural resources

When building or renovating workplaces, CCB adopted green design and used eco-friendly building materials and energy- and water-saving equipment. CCB accelerated the transition to intelligent operation. Relying on advanced technologies, it put in place a paperless office system, reduced the consumption of disposable office supplies, and increased the use of video conferencing system.

Energy-efficient measures and renewable energy are adopted to ensure safe and stable operation and energy conservation of data centers. In the winter and transition seasons, natural

cooling technology is used to reduce energy consumption of the refrigeration system; waste heat in the computer room is recycled with water-source heat pumps and supplies to offices for heating; supply and return water temperature of chilled water is increased to effectively lower energy consumption of water chillers and reduce carbon emissions.

CCB's products have no wrappers.

To further promote green operation management, CCB has set the following goals for the green operation environment.

Emission reduction goal

- The Bank will carry out low-carbon publicity activities every year together with World Environment Day, World Water Day and the week-long national campaign to promote energy conservation, carry out training on professional knowledge of peaking carbon dioxide emissions and carbon neutrality, and enhance employees' awareness of low-carbon and energy conservation life.
- From 2022 to 2026, it will conduct energy audit across the Bank; based on the results of the energy audit, it will gradually carry out energy-saving renovation projects; LED fixtures will be preferred when it adds or replaces lighting fixtures; it is expected that by 2026, 100% of lighting fixtures in the buildings owned by the Bank will use LED fixtures.
- The Bank will continuously carry out the construction of "green outlets", and from 2022 to 2026, the percentage of recyclable materials used in renovated or new outlets will reach more than 60%.
- Priority will be given to new energy models when updating official vehicles, and the proportion of new energy official vehicles in the Bank from 2022 to 2026 will be increased year by year to promote green commuting.
- From 2022 to 2026, the PUE (Power Usage Effectiveness) value of the data centers will be gradually reduced.

Energy conservation goal

- From 2022 to 2026, the energy consumption and carbon emission intensity across the Bank will be on a decreasing trend.
- The Bank will strengthen its low-carbon capacity building, establish a bank-wide "carbon emission management platform" system, consolidate the energy consumption data base, and improve the statistical, analytical and application capabilities of energy and resource consumption data of institutions at all levels.

Waste reduction goal

- From 2022 to 2026, 100% of CCB's waste IT assets will be delivered to enterprises who have the qualification to dispose of electronic waste and are registered on the website of the government's environmental protection department for green and eco-friendly treatment;
- From 2022 to 2026, 100% of CCB's discarded self-service devices such as ATMs will be recycled by suppliers with qualification every year.
- The Bank will promote a paperless office, improve the recycling rate of office supplies, reduce the generation of office supplies waste, and lower the per capita amount of office paper used in the head office by 5% from 2022 to 2026.

Water conservation goal

- From 2022 to 2026, water-saving appliances will be selected for new and replacement water-using equipment, so as to gradually increase the utilization rate of water-saving appliances, and water-saving publicity activities will be held across the Bank.
- From 2022 to 2026, the Bank will carry out water conservation promotion activities at least once a year at the Head Office of the Bank.
- From 2022 to 2026, it will promote pilot projects on recycled water recycling in branches with appropriate conditions.

Serial A4: Climate change

Risks and opportunities

CCB identified the climate change risks facing itself. Physical risks consist of acute risks (those caused by extreme weather events, such as droughts and hurricanes) and chronic risks (referring to long-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic

heat waves). Transition risks refer to the extensive policy, legal, technology, and market changes required by transition to a lower-carbon economy to meet mitigation and adaptation requirements related to climate change.

Type	Climate-related risks	
Transition risks	Policy and legal risks	Technology risk
	Increased pricing of GHG emissions	Substitution of existing products and services with lower emissions options
	Enhanced emissions-reporting obligations	Unsuccessful investment in new technologies
	Mandates on and regulation of existing products and services	Costs to transition to lower emissions technology
	Exposure to litigation	
	Market risk	Reputation risk
Physical risks	Changing customer behavior	Shifts in consumer preferences
	Uncertainty in market signals	Industry stigmatization
	Increased cost of raw materials	Increased stakeholder concern or negative stakeholder feedback
	Acute risks	Chronic risks
	Increased severity of extreme weather events such as cyclones and floods	Changes in precipitation patterns and extreme variability in weather patterns
		Rising mean temperatures
	Rising sea levels	

Stress testing

In 2021, CCB took the initiative to manage environmental and climate risks on all fronts by innovative means. It incorporated these risks into the Group's comprehensive risk management system as a separate category, drew extensively on the experience of international and domestic peers, explored establishing an ESG rating system that would cover three aspects: environmental, social and corporate governance, so as to effectively underpin business restructuring and risk management activities and actively guide customers to attain green, low-carbon and sustainable development.

CCB actively studied and practiced climate stress testing for transition risks, with a view to continuing to expand the breadth and depth of stress testing. On the basis of climate risk stress testing carried out for the thermal power industry last year, the Bank continued to explore the methodology of climate risk

stress testing in high-carbon industries such as steelmaking, cement, and aviation, studied how to design testing scenarios and stress transmission mechanisms for these industries, and carried out stress tests for them one by one. The climate stress testing for transition risks took carbon price as the primary risk consideration. Mainstream methods in the international community were adopted to test companies one by one and quantitatively assess the impact of climate-related transition risks on their financial costs and credit ratings. According to the testing results, climate-related transition risks impacted the Bank's customers in many industries such as thermal power, steelmaking, cement, and aviation to varying extents, but the resulting risks were under control overall. Meanwhile, the Bank was also exploring the transmission path and implementation of physical risk stress testing.

Social

Serial B1 and B4: Employment and labor standards

CCB strictly abided by the *Labor Law of the People's Republic of China* and the *Employment Agreement Law of the People's Republic of China* in employee remuneration, recruitment and promotion, working hours, holidays, equal opportunity, diversity, anti-discrimination and other welfare, and protected employees' labor rights and other legitimate rights and interests according to internal regulations such as the *Measures of China Construction Bank for Labour Contract Management* and the *Measures of China Construction Bank on Employees' Vacation*. For example, CCB paid basic social insurances such as old-age insurance, basic medical insurance, unemployment insurance, work-related injury insurance and maternity insurance for employees and established employee welfare systems including housing allowance, enterprise annuity, supplementary medical insurance, etc. Overseas institutions strictly followed local laws and regulations, and CCB made it clear that overseas institutions should respect local aborigines' customs and shall not infringe on their rights. CCB recruited employees according to law based on development needs, adhered to the principle of transparency and equality, and prohibited discrimination. In addition, CCB adopted strict measures to avoid child labor and forced labor.

CCB has continued strengthening professional team building, instituted and improved a training system for professionals, set scientific sequence numbers for professional technical posts, and widened the space for employee development and promotion. As of the end of 2021, CCB has assigned sequence numbers to 21 professional technical posts, including account manager and wealth manager, and engaged more than 120,000 professionals, accounting for 35.2% of the whole staff. To train and pool talents in key fields, CCB created talent banks of

professionals in 13 key fields, including globalization, investment banking, legislation, asset management, and inclusive finance. So far, those banks have pooled together 5,700 specialists.

CCB has established the corporate democratic management system with the Employee Representatives' Meeting as its basic form, and improved the mechanisms for collecting feedback from employees and enabling them to express demands including proposal collection and handling, primary-level visits by employee representatives, and touring inspections by employee representatives. The Labor Union, as a member department of the Accountability Committee, gets actively involved in settling labor disputes and protecting the legitimate rights and interests of employees. In 2021, the 5th Employee Representatives' Meeting held its second meeting to consider and adopt the *Employee Violation Handling Measures of China Construction Bank (Version 2021)*, elected the new term of employee supervisors, and confirmed the proposals to amend the *Enterprise Annuity Plan of China Construction Bank* and the *Enterprise Annuity Management Committee Charter of China Construction Bank* put forth at the 2020 Joint Meeting of Employee Representatives' Meeting. The Bank started to send employee representatives to the primary-level outlets where representatives would listen to and speak for employees working in the front line. Institutions at all levels solicited opinions from employees in various forms to improve staff satisfaction in all aspects. For example, the employee suggestion email address was registered and an advice column was added to the "Staff Home" platform, so that employees could make sure their voices could be well heard.

21

professional technical post series

more than 120,000

professionals engaged



35.2%

of the whole staff

13

talent pools in the key fields

5,700

specialists in the pools

Serial B2: Health and safety

The Bank attaches great importance to the protection of employees' rights and interests and protects the safety of employees' working environment and occupational safety according to the *Measures of China Construction Bank for Management of Safety in Production*, the *Measures of China Construction Bank for Management of Employee Safety Accidents* and the *Measures of China Construction Bank for Management of Fire Safety*.

In 2021, it resolutely implemented the requirements put forth by the State Council for the COVID-19 containment, and strictly put in place all initiatives to contain the pandemic spread in a science-based and precise manner. The Head Office held two meetings of the Production Safety Committee. Specifically, a gas pipeline and facility inspection was performed across the Bank. Besides, the *Three-year Action Plan of China Construction Bank to Address Problems in Production Safety* was advanced to resolutely prevent all kinds of accidents and ensure the safety of employees. Meanwhile, CCB created fire safety files for all office buildings of three floors and above to further consolidate the foundation of fire safety management. The Bank paid close attention to extreme weather conditions and natural disasters, issued early warnings and took precautions in a timely manner, and intensified drills of disaster response plans to prepare employees for responding properly and saving themselves and

others during disasters. Always putting people and life front and center, it integrated staff safety management into the important agenda of institutions at all levels, strictly managed the use of official vehicles for traffic security, educated staff on personal safety, and adopted multiple measures to care for the physical and mental health of employees.

CCB continued to take good care of employees, by launching the "One Heart" program, improving the mutual assistance mechanism among all employees, enhancing physical and mental health management of employees, and setting up the Home of Staff, Reading Room of Staff, and other facilities. The Head Office Labor Union organized caring programs for the New Year's Day and the Spring Festival, and appropriated funds to fight against the pandemic and other disasters. To show unceasing care for female employees, the Bank appropriated over RMB2 million for the Labor Union to set aside rest rooms for female employees and help female staff members in need. Besides, it implemented a comprehensive health management program for all employees, and provided them with various insurance benefits including supplementary medical insurance, critical illness insurance, accident insurance, term life insurance, hospitalization medicine, medical checkups, fast lanes to medical treatment, and psychological counseling services.

2

meetings of the Production Safety Committee

over **RMB2 million**
appropriated for the Labor Union

Serial B3: Development and training

CCB kept in mind the mission to "serve the Chinese society, strategies, and employees". Fully leveraging its organizational advantages and superior resources, it promoted the integration between industry and education, empowered the career growth of employees, and led business development.

Serving the Chinese society

Through the "Financial Literacy Promotion" project, CCB Training Center tried to take roots in communities. Closely centered on hot topics and issues of concern to the public, it brought professional knowledge on inclusive finance to farm fields, factories, and classrooms. As of the end of 2021, the "Financial Literacy Promotion" project offered a total of 52,000 training sessions to 4.5 million attendees, and built 2,531 "Yunong Schools" in counties and villages. By creating five series of high-quality training programs targeted at government organs, startup companies, farmers, migrant workers, and students, the project aimed to provide training on financial knowledge for different social groups, a move that helped increase financial inclusiveness, financial literacy, and implementation of national strategies. Besides, it organized over 10,000 urban students to take summer internships in the countryside for three consecutive years, so that they could give back to society with what they have learned and experience what life in rural areas is like. The activity involved more than 1,200 colleges and universities at home and abroad, and served over 600,000 rural residents.

With various aspects of work concerning the "Industry-Education Integration Alliance for New Financial Talents"² done properly, CCB Training Center promoted the close connection of the education chain and talent chain with the industry chain, innovation chain, and capital chain to empower social development and win-win outcome. As of the end of 2021, the alliance had 75 member units and six overseas observer units. In addition to institutionalization, it actively held forums and exchange activities, rolled out branded projects, built training bases and teaching & research centers themed industry-education integration with others, carried out joint research programs, and released the *2020-2021 Annual Report of the Industry-Education Integration Alliance for New Financial Talents*, the first annual report on the integration of industry and education in China, thus contributing high-quality research results to social progress and financial development.

52,000

training sessions offered

4.5 million

attendees

1,200

colleges and universities at
home and abroad involved

75

member units

²The "Industry-Education Integration Alliance for New Financial Talents" was initiated and founded by CCB in conjunction with a group of domestic and overseas renowned universities, financial institutions, social organizations and innovation-oriented companies. It aims to deepen the integration of industry and education, improve the quality of Chinese financial talents in all respects, and cultivate new drivers of high-quality economic development.

Serving strategies

Closely focused on the Bank's development strategies, CCB Training Center was committed to building itself into a platform for learning and exchange, a platform for strategic implementation, a platform for common growth with customers, and a platform for business linkage.

A series of activities were hosted centering on the research and exploration of New Finance, including the "New Stage, New Concept, New Pattern: New Finance Practice in the Eyes of Branch Heads" and "Sub-branch Heads Versed in the Concept of New Finance". The New Finance Research Center was established to disseminate the New Finance concepts and practices at multiple levels. Meanwhile, a wide array of projects was rolled out to thoroughly implement the "three major strategies", which

included the CCB-Harvard Online Training Camp for Digital Talents, the Series of Lectures on Digital Finance, the Skills Enhancement Training Program as part of the Gold Casting Plan, the Series of Lectures on Housing Rental REITs, the Training Program for One Million Entrepreneurs on Inclusive Finance, and the series of inclusive finance training for migrant workers. "Peak Carbon Emissions and Carbon Neutrality" themed international lectures in the energy series, industry series, and green finance series were delivered to promote the development of green finance and the realization of smart government affairs services. Moreover, the Rural Revitalization Financial Research Center was established to empower internal and external forces and train diverse talents needed for the rural revitalization.

Serving employees

CCB formulated policies on improving professional knowledge and skills of staff, built a staff growth regime with its own characteristics, and guided employees to constant learning or lifelong learning. A three-year action plan called "i University, Growing Together" was drafted to provide a broad platform through which employees could reach their full potential. Guided by the philosophy of "one center, two mindsets, three phases, and four levels", namely, centering on employees, adhering to the business mindset and the product mindset, following the three phases of product development, system establishment and ecosystem building, and promoting the formation of an employee growth system with CCB's characteristics on the four levels of training operation, capability improvement, talent growth and corporate strategy, ESG concepts and sustainable development goals were closely embedded into the employee training work of the Bank.

Aligning with the development strategies, based on training needs, the Bank made a training plan that meets the development needs of employees at each level to improve the learning atmosphere, provide more opportunities for the growth of employees, and empower businesses with training. In 2021, CCB held 1,147 various training sessions, which trained 107,812 person-times. Centering on "key target groups and key fields",

CCB developed tailored brand programs. It built the "Meet the Future" brand for new employees and formed the three pillars of "induction training + follow-up training + management trainees". There was also the "Growing up with CCB" program for outlet account managers which was designed using the scenario thinking, and the "Gathering Talents Together" program for outlet heads which was upgraded following the idea of "experience learning + copying & promotion". Through those programs, the most excellent persons were gathered to train those employees into more excellent personnel. Organized by CCB Training Center, departments and business lines of the Head Office introduced 63 examination-based subjects, developed textbooks and question banks, built an intelligent test system, and worked to make the overall planning of exams more reasonable, exam contents more targeted and exam methods more flexible, thus helping employees strengthen professional competence and expand career development paths and making professional and technical exams important engines of building a learning-type organization. Besides, it introduced the key projects for training digital talents, improved professional qualification certification, enhanced competence of employees, focused on fostering inter-disciplinary and innovative talents, and formed a talent library that could meet the needs of New Finance practices.

1,147

various training sessions conducted
across the Bank in the year

107,812

person-times trained

63

examination-based subjects introduced by departments
and business lines of the Head Office

Training capacity building

CCB Training Center strove to incorporate the training philosophy of "professional, shared, technology-enabled, and internationalized school management" into various aspects of work.

In terms of teaching, it put forward innovative methodologies to design and operate digital learning projects, formulated research management measures and guidelines, and developed textbooks and courses. There were 82 sets, totaling 179 teaching books, and 7,771 courses in use. Full-time, part-time, and external lecturers preliminarily constituted its faculty with 5,267 members.

In terms of international development, CCB Training Center gradually formed systematic, all-round, diversified international learning solutions and empowerment systems, so that employees would seek self-improvement to become international

talents. CCB Training Center developed new-type integrated learning programs for digital and international talents, including "See the World, Build the Future" series workshops, "International Online Lecture Hall" and Online Training Camp of Digital Talents and created the "International Channel" digital learning brand, building a new learning ecosystem featuring inclusiveness, sharing and internalization.

As to digitalization, as at the end of 2021, the "CCB Learning" platform saw its visit counts exceeding 750 million, accumulated over 58,000 learning resources, formed a digital learning ecosystem that integrated such functions as "staff learning, teaching management, intelligent operation, knowledge reserve, and public service".

7,771 courses
5,267 lecturers
750 million visits of the "CCB Learning" platform
over 58,000 learning resources in total

Leadership enhancement

To further align with the high standards in the industry, open up new horizons for teaching and research, and serve the New Finance practices and the "three major strategies" with strong leadership, the Leadership Teaching and Research Department of CCB Training Center, based on leadership development, actively advanced such work as research of basic theories, special surveys, building of the core curric-

ulum system, development of key courses. It has completed the initial shape of the core leadership curriculum of the CCB system and will gradually recruit a powerful leadership faculty where full-time lecturers of CCB make the bulk underpinned by part-time lecturers of the Bank and supplemented by excellent external lecturers.

The first session of the "Data Analyst" certification training program

To improve the digital management capability and train data analysis talents for the Bank, the Data Management Department of the Head Office, CCB Training Center, and Business School of the University of Hong Kong (HKU) have sponsored the "Data Analyst" certification training program, and Hong Kong College of CCB Training Center organizes its implementation. The first session of the program lasted 14 months and was successfully concluded at the end of 2021.

Based on the core curriculum system of the Master of Science in Business Analytics program of the HKU, the first session offered 15 courses and 170 credit hours. A total of 107

young business backbones were selected within the Bank and were trained as vanguard data talents, among whom 86 passed the evaluation of all courses and obtained the Data Analyst certificate.

The Data Analyst certificate was approved by Hong Kong Council for Accreditation of Academic and Vocational Qualifications and included in the qualifications register of Hong Kong. It is also equivalent to a master's degree in higher education, has evoked positive response from the industry and attracted the attention of both domestic and overseas media.

"Meet the Future" training program for new employees

Since its launch in 2019, the "Meet the Future" training brand has standardized and made overall planning for the education and training of new employees across the Bank and provided one-stop guidance for branches in their training of new employees. Over the past three years, after constant iteration and optimization, the connotation and scope of the brand have been expanded. From centralized induction training to paying attention to the integration of employees that have worked at CCB for less than two years into the Bank to training of high potential talents into management trainees, it has established the three pillars of training of new employees, namely, "induction training + follow-up training + management trainees", turning the training of new employees into a product, brand and system.

The **induction training** helps over 10,000 new employees across the Bank quickly adapt to job needs and gain self-identification every year. In 2021, it launched the learning theme of "Go to Villages to Contribute to Revitalization", hoping to guide new employees to take on responsibilities in their early days of entry. A total of 411 characteristic rural surveys were conducted across the Bank, and 2,955 new employees participated in the surveys.

The **new employee integration program** mainly targets employees who have joined CCB for less than two years. With high-counter tellers and customer managers as key target positions, it has established a learning map, strengthened follow-up training, and addressed the job adaptation and capability improvement problems of new employees after induction training, thus helping them smoothly integrate into the team and grow faster.

The **management trainee cultivation program** has established the "2+N" training system of young talents with great potential and formed "one quality model, one growth path, one working manual, and one online section". It aims to cultivate future-oriented new finance personnel through training and practice, build the employer brand, and reserve strategic talents. In 2021, two sessions of Head Office demonstration classes were held, and 81 management trainees were trained.

Professional and technical post grade exam

To further refine the sequence management of professional and technical posts and improve the professional quality and capability of professional and technical personnel, the Head Office has established the professional and technical post grade exam system. With a focus on the development path and growth cycle of personnel on each professional or technical post, CCB held the first bank-wide professional and technical post grade exam. So far, four exams have been held. The exam covers 23 business lines including corporate customer managers, personal customer managers, inclusive finance and FinTech. During the period, CCB has constantly improved the level of refined management of the exam. It

has currently established 63 subjects under preliminary, medium and advanced levels and developed corresponding textbooks and question banks. It has conducted diversified pre-exam training activities including live streaming and simulation tests to create an immersive exam preparation atmosphere. It has conducted multi-dimensional big data analysis on exam results to provide data support for capability improvement of employees. It has also built an intelligent professional and technical post grade exam system to support the "selection, use, cultivation and retention" chain management of human resources. In 2021, more than 362,000 person-times across the Bank attended the exam.

23

fintech business lines

more than

362,000

person-times across the Bank attended the exam

Banker Development Program

Xiamen Branch continued to push forward the training camp for deputy general managers in reserve as part of the Banker Development Program. The camp aimed to empower attendees from such dimensions as digital operation, target management, innovative thinking, and leadership cultivation. It

offered practical courses for strategic interpretation, rolled out innovative thinking workshops, carried out research programs. Besides, the TechMark business simulation program was introduced to think outside the box, realize proactive empowerment, and apply training results into actual use.

Serial B5: Supply chain management

CCB has included green, environmental protection, energy conservation and emission reduction policies into the procurement system, and stipulated that "energy-saving and eco-friendly products shall be first considered for centralized procurement" in the *Management Measures of China Construction Bank for Centralized Procurement*; and it has stipulated that "in the supplier access and selection stage, suppliers with energy-saving and eco-friendly products shall be first considered" in the *Supplier Management Regulations of China Construction Bank*.

In 2021, CCB implemented the new development philosophy to advance green procurement as far as possible. First, consolidating the foundation of green procurement management. The Bank closely followed up and studied the national policies on green and low-carbon development, carefully summed up the qualification requirements for green suppliers and commodities procured, and started to assemble its own catalog of green commodities for procurement. Second, practicing green concepts throughout the procurement process. Green procurement

ran through the whole process, ranging from model selection & testing, selection of candidate suppliers, to procurement execution, among others. Green, low-carbon, energy-saving, and environmental protection indicators were listed as the criteria for measuring suppliers in a total of 17 procurement projects, including office furniture and precious metal processing services. Third, building a product recycling mechanism step by step. CCB started to standardize the recycling of UPS batteries ahead of other industry peers, by hiring professional recycling companies to collect batteries across the Bank. Meanwhile, a number of products such as smart POS machines and scanning terminals were brought under the recycling mechanism, with a view to further tapping the value of green procurement. Fourth, vigorously promoting digital procurement. On the premise of risk controllability, CCB sought to migrate business negotiation, contract signing, and other aspects of work online. In line with the current pandemic situation, this move also helped to improve the quality and efficiency of green procurement.

Serial B6: Product responsibility

CCB actively carried out national policies on protection of intellectual property rights and paid attention to intellectual property creation, application, protection and management. According to CCB's rules and regulations on intellectual property management, the Bank applied for intellectual property rights such as patents and trademarks in time to protect the legitimate rights and interests derived from various innovations of the Bank. It also committed to fully respecting the intellectual property rights of others and preventing risks of intellectual property infringement. No major intellectual property infringement incident occurred during the year.

To strictly examine new products before they come into the market, CCB enacted a series of product examination regulations, including the *Product Innovation and Management Measures of China Construction Bank (Version 2020)*, the *Management Measures for New Product Risk Assessment of China Construction Bank (Version 2019)*, the *Management Measures for Products' Money Laundering Risk Assessment of China Construction Bank (Version 2021)*, the *Administrative Measures for Compliance Review of China Construction Bank (Version 2021)*, and the *Administrative Measures for Consumer Protection Review of China Construction Bank (Version 2021)*. The Board of Directors of the Bank is responsible for reviewing product and service innovation and innovative development strategies and risk management policies of new products, overseeing the implementation of those strategies and policies, actively performing duties relating to the supervision and review of consumer protection work, regularly debriefing on product innovation, and updating on the progress and running of product innovation, market conditions, etc.

Before launching a new product, the product operation management departments should conduct risk assessments and reviews via the enterprise-level product spectrum management platform, and the Risk Management Department, the Internal Control & Compliance Department, the Consumer Rights Protection Department, and other relevant departments should also check whether the product meets the criteria to go on the market, with a provision stipulating that any product failing the reviews shall not go on the market to ensure new products comply with relevant policies and standards of the Bank and the regulatory requirements of the banking industry.

CCB developed the *Advertising Management Measures of China Construction Bank* and specific implementation rules, and acted strictly on laws and regulations about advertising. Specialized departments review advertisements thoroughly and accurately present product R&D and risk considerations, in order to help customers recognize their financial needs and make the right decisions.

CCB has formulated and issued the *Data Security Grading Standard for Personal Banking Information of China Construction Bank (Version 2021)*, the *External Data Management Measures of China Construction Bank (Version 2021)*, the *Measures for Data Risk Management of China Construction Bank (Version 2020)*, the *Management Rules on Security of Production Data Application of China Construction Bank (Version 2020)*, the *Management Measures on Personal Customers' Information of China Construction Bank (Version 2021)*, etc. to fully safeguard personal information and data security of customers. CCB conducts an IT internal audit of information security and other matters every year and an overall audit covering the Head Office, tier-one branches and the Group's subsidiary CCB FinTech every three years. In 2020, CCB carried out information security audits of branches, which covered all businesses and branches. In 2021, CCB started an audit in the FinTech area, in which information security and other relevant matters of the Data Center of the Head Office, CCB FinTech and other institutions or departments were inspected, thus all businesses and institutions at the Head Office level received inspections.

CCB revised the *Personal Information Protection Policy* for online finance, and added the *Biometric Authentication Authorization Agreement* and the *Rules for Children's Personal Information Protection*. Meanwhile, it optimized the "informed consent" process for mobile banking, WeChat official account and applet, websites, and online banking, by setting out the procedures for obtaining customer consent, revoking consent, regaining consent, and other separate authorizations.

The operation and management of CCB neither involve the "percentage of products recalled due to safety and health hazard in the total of sold or delivered products", nor include "product quality verification process and product recall procedures".

IT risk governance

CCB built an IT risk governance structure composed of three levels and three lines of defense to guarantee the safe and steady operation of the Group's network and information system.

"Three levels": The Board of Directors is responsible for preparing FinTech and IT risk management strategies of the Bank. The Risk Management Committee of the Board of Directors listened to the report on the Bank's IT risk management in February 2021 and the report on the cybersecurity risks and response management of the first half of 2021 in August 2021. The Senior Management is in charge of defining IT risk management responsibilities internally and making big decisions in this regard. The FinTech and Digital Construction Committee was set up to promote the research, discussion, coordination and decision-making of the Group's FinTech building and digital operation. In 2021, the steering group held six meetings on FinTech innovation, reviewing key FinTech project progress, IT disaster recovery, IT infrastructure investment, cybersecurity development, etc. Departments of the Head Office, branches at all levels, and subsidiaries are executors of IT risk control and should implement FinTech strategies and IT risk management decisions of the Bank.

"Three lines of defense": The business application departments of important information systems act as the first line of defense. The business application departments are responsible for preventing and controlling information system application risks in business areas, and FinTech departments for developing, testing, and running the IT risk control system. The second line of defense consists of departments that assume the responsibility of IT risk and business continuity management and middle- and back-office departments that bear the responsibility of management over IT human resources and finance, IT compliance, information criteria, IT vendors, machine rooms' environment, and security. The Audit Department serves as the third line of defense and should audit and oversee the IT risk prevention and control efforts of the first and the second lines of defense.

CCB has kept improving FinTech systems, consolidating the foundation for technology-based internal control. In 2021, CCB optimized FinTech systems and formulated (or amended) more than 10 sets of policies on technology management, IT development, IT operation and maintenance, security risk management, and other aspects. In particular, the *Rules for Implementing Cyber and Information Security Management* was designed to put into practice the relevant laws and regulations like the *Regulation on Protecting Critical Information Infrastructure* and the security management requirements of IT supply chains, to form an integrated cybersecurity monitoring and quick emergency re-

sponse mechanism of the Group. The *Software Development Security Requirement Norms* and the *Software Development Safety Test Standards* were formulated to control the security hazards of the information system from the source. The *Regulation on the Management of FinTech Projects*, the *Operating Regulation for Managing the Outsourcing Services Supporting the Information System*, the *Operating Regulation for Cybersecurity Review*, the *Regulation for Open Source Software Management*, and the *IT Continuity Management Rules* were aimed at enhancing the refined management of FinTech projects, cybersecurity and other fields, and strengthening the management and control of key procedures and working positions.

CCB has placed greater importance on IT security education. It held training classes on topics of CTF skills, safety technology, FinTech security internal control and audit rectification, FinTech and financial risk management, FinTech professional community mode series, and consumer protection of FinTech employees for FinTech information security employees of all institutions of CCB, with learning time equivalent to those of 2,072.5 persons in one day. To enhance the development of information security textbook system, CCB developed two textbooks, i.e. *Practical Manual for Information Security Personnel* and *Introduction to Regulatory Regulations on Information Technology*, and organized training of technical staff across the Bank. CCB provided security courses for its whole staff in the FinTech learning channel of the online learning platform of CCB Training Center, provided training videos and special training courses about security in 2020 and 2021 in the FinTech live streaming and special catalog, and launched 45 related courseware and one required course package "Information Security Incident Collection" in the FinTech risk and security and staff information security catalog.

CCB conducted risk assessments on a regular basis. In terms of internal risk assessment, CCB carried out one overall risk assessment, two special risk assessments and one risk assessment of machine room infrastructure, and started to evaluate the technological risks of domestic subsidiaries in 2021. To put into action national classified protection requirements, CCB engaged a third-party testing institution to test and evaluate the classified protection performance of its level III system and above in 2020, and tested and evaluated cybersecurity classified protection and cryptography application security in 2021 according to the *Implementation Guidelines for Classified Protection of Cybersecurity of Financial Industry* and the *Cryptography Law of the People's Republic of China*.

more than **10**
sets of policies

45
related courseware and one
required course package



Data governance

To implement regulatory requirements such as the CBIRC's *Guidelines on Data Governance for Banking Institutions* and enhance the role of data as a production factor, CCB issued the *Data Governance Measures of China Construction Bank* in 2019, which has built the data governance framework, defined the responsibilities of the Board of Directors, the Board of Supervisors, the Senior Management, the data governance working group, Head Office departments, domestic and overseas branches and subsidiaries, and laid out working procedures and measures, to make sure data are managed in a unified manner and operated efficiently and can play a valuable role in operation management.

The Senior Management is responsible for promoting the building of the data governance system, allocating data governance resources, establishing and implementing data governance accountability and incentive mechanisms, building the data quality control mechanism, organizing the evaluation of the effectiveness and implementation of data governance, and reporting to the Board of Directors periodically. In 2021, to strengthen data governance on the corporate governance level, CCB optimized overall planning and coordination among business lines, and included "data governance and application" as one of the nine key projects of CCB during the 14th Five-year Plan period, to make sure that the data factor can play a role in operation management.

The FinTech and Digital Construction Committee has set up the data governance working group to put in place regulators' data governance requirements, promote the implementation of data strategies across the Group, establish a data governance system, promote data culture, facilitate the building of data

Consumer protection

◆ Strengthening top-level design

CCB fully implemented the *Implementation Measures of the People's Bank of China for the Protection of Financial Consumer Rights and Interests*, the *CBIRC Guidelines on Strengthening the Development of Consumer Rights and Interests Protection System and Mechanism in Banking and Insurance Institutions*, and the requirements raised by the CBIRC for launching the "Internal Control and Compliance Management Improvement Year" Campaign. It continuously introduced and improved the consumer protection policies, mechanisms, processes and systems, promoted the in-depth integration of consumer protection with business development and service management, and effectively safeguarded the legitimate rights and interests of consumers, with a view to bringing the consumer protection work to a new height.

The Board of Directors continued to strengthen the coordinated management of consumer protection efforts across CCB. As authorized by the Board of Directors, the Related Party Transaction, Social Responsibility and Consumer Protection Committee ("the Committee") continued to improve the consumer protection strategies, policies and objectives, and supervised and assessed their implementations. In 2021, the Committee heard periodic

◆ Improving rules and policies

According to the latest regulatory provisions and the actual conditions in the Bank, CCB revised and improved a series of policies and rules for consumer complaint management, formed a multi-dimensional complaint management regime, and standard-

ized the consumer complaint management process as a whole to further improve its performance in consumer complaint management. First, it issued the *Consumer Complaint Management Measures of China Construction Bank (Version 2021)*, which

capability, prevent data risks. The data governance working group takes leadership responsibility for ensuring the effect of data governance and giving play to the role of data assets. The data governance working group operates regularly, and holds a working group's meeting quarterly and a special meeting as needed. In 2021, it held six meetings, which studied and solved major problems on data governance and application across the Bank from the enterprise level and deliberated major rules and regulations on data governance.

CCB has made it clear that the Data Management Department is responsible for the daily management of data governance, establishing data management procedures and policies, and carrying out daily work. It has issued the *Measures of China Construction Bank for Management of Data Assets* to build a group-wide data asset management framework, the *User Behavior Data Specification of China Construction Bank* to standardize buried point data collection, the *Trial Measures of China Construction Bank for Management of User and Customer Tags* to standardize the management work of enterprise-level user and customer tags and support improvement in operation management and customer experience, and the *Measures of China Construction Bank for Quality Assessment of Regulatory Data of Head Office Departments* and the *Measures of China Construction Bank for Quality Monitoring and Assessment of Regulatory Data of Information Systems* to strengthen regulatory data quality management. Meanwhile, with the building of the data middle-office as a focus, it has continuously improved data governance capabilities through data capability building such as data acquisition, integration, mining & analysis, data asset management, operation management empowering, data security and privacy protection and data quality management capabilities.

reports on the work of consumer protection, covering the overall work of consumer protection, work plan to implement regulatory requirements, management of customer complaints, and other aspects of content, and submitted such reports to the Board of Directors for reference.

The Board of Supervisors tightened its supervision and guidance for the work of consumer protection. As non-voting attendees, supervisors took part in all meetings of the Committee in 2021, reviewed the materials concerning consumer protection proposals, heard reports on the work of consumer protection, and supervised how the Board of Directors and the Senior Management performed their duties related to consumer protection.

The Senior Management strengthened the overall planning and specific guidance for the work of consumer protection. It made arrangements for consumer protection at several bank-wide meetings, regularly convened meetings of the Committee, heard reports on the work of consumer protection, reviewed the work plans, policies and measures on consumer protection, and put forth specific requirements for the Bank's consumer protection, complaint management and other key aspects of work.

ized the consumer complaint management process as a whole to further improve its performance in consumer complaint management. First, it issued the *Consumer Complaint Management Measures of China Construction Bank (Version 2021)*, which

has standardized all procedures involved in consumer complaint management including consumer complaint receiving and handling process, information management, supervision, etc. Second, it formulated and issued the *Emergency Management Measures of China Construction Bank for Major Consumer Complaints (Version 2021)* and refined the *Contingency Plan for Major Consumer Complaints*, in an effort to further standardize the emergency management of major consumer complaints, thus effectively preventing and properly responding to major consumer complaints and protecting consumers' legitimate rights and interests. Third, it prepared and issued the *Guidelines of China Construction Bank on Promoting in Depth the Diversified Resolution of Financial Consumer Disputes*, providing guidelines on the importance of diversified resolution of financial consumer disputes, division of institutions' responsibilities, how to fulfill the primary responsibility of diversified resolution of financial consumer disputes and strengthen the support for diversified resolution of financial consumer disputes. It actively promoted the building of the diversified resolution mechanism of financial consumer disputes and handled financial consumer disputes timely and properly.

CCB revised and issued the *Management Measures for Consumer Protection Review of China Construction Bank (Version 2021)*,

◆ Implementing management in key fields

CCB strengthened consumer protection review compliance management. First, the Bank included consumer protection review into the internal control system and the risk management system, attached equal importance to online and offline channels, and started risk control procedures earlier than before. Second, the Bank had products and services go through consumer protection review before their launch. To safeguard the legitimate rights and interests of consumers efficiently, full process management requirements for consumer protection were fulfilled with respect to many key spheres such as standardization of marketing and publicity behavior, protection of personal financial information, product suitability management, and fee management. Third, the Bank strengthened consumer protection supervision and evaluation of intermediaries and third-party institutions, included consumer protection requirements into the access and delisting criteria of intermediaries and third-party institutions, and specified such requirements in the cooperation agreements, with an aim to safeguard the legitimate rights and interests of consumers effectively. Fourth, the Bank organized a comprehensive review of all standard contracts for private banking business and standard contracts signed with third-party institutions as per the pertinent regulatory requirements, to avoid clauses and expressions that infringe on the legitimate rights and interests of consumers.

established and improved the product and service consumer protection review regime. The revised document explicitly stipulated many aspects of operational content such as review subject, scope of review, priorities of review, and review process. It required the consumer protection review should follow the principles of "no omission, legality and compliance, prior prevention, independence and prudence, fairness and objectivity, classified and hierarchic management", and reviewed the financial products and services provided for financial consumers. Such risk control at an even earlier stage has protected consumer's legal rights and interests proactively.

CCB revised and issued *Appraisal and Evaluation Measures of China Construction Bank for the Protection of Consumer Rights and Interests (Version 2021)* to further improve the consumer protection appraisal and evaluation system. The document has re-optimized, adjusted, and made clear many aspects of consumer protection appraisal such as appraisal objects, appraisal principles, indicators, organization and implementation process, and application of appraisal results, increased the weight of consumer protection in key performance indicators (KPIs) of branches, and expanded the application of appraisal results to play their guiding and restraining roles.

CCB continued to carry out the "consumer protection whistleblower" campaign. The Bank encouraged employees to voice their recommendations for products and become consumer protection "whistleblowers". Proceeding from the perspective of consumer protection, it focused on improving product functions, refining business processes, and enhancing customer experience. With useful comments and suggestions collected, targeted studies and improvements could be made to further improve the quality of financial products supplied.

CCB disclosed information on investment and wealth management products and managed audio and video recording in special zones properly. It issued the *Management Measures of China Construction Bank for Product Information Inquiry Platforms (Version 2021)*, displaying the information on investment and wealth management products to facilitate consumers' search for and verification of product information and protect financial consumers' rights to information and select on their own effectively. As per regulatory requirements, it tightened audio and video recording system control, upgraded system functions, standardized audio and video recording scripts, and improved the quality and efficiency of audio and video recording operations in sales areas, thus protecting the financial transactions of consumers.



◆ Strengthening staff training on consumer protection and expanding the coverage of training

CCB attached great importance to educating employees on consumer protection, and gave consumer protection training to employees to improve their comprehensive competence. The Head Office and branches worked together to put in place a sound staff training system that combined online and offline means and required all employees in direct contact with customers to participate in the training.

Consumer protection-themed training was organized at the Head Office level. The bank-wide training courses on consumer protection were held, where experts from regulators, external institutions and Head Office departments were invited to give lectures. They analyzed the main problems in actual work, and came up with corresponding strategies. These courses greatly enhanced the Bank's consumer protection and compliance management capabilities as a whole. To promote the integration of consumer protection with business development and service management, content on consumer protection was embedded in the training of various business lines, such as personal banking, corporate banking, institutional banking, private banking, housing finance, and rural finance. For example, the pertinent content of the *Civil Code and the Personal Information Protection Law* was incorporated into business training.

A total of 130 online training sessions on consumer protection were organized on the branch level, with over 290,000 participants, and 176 offline training sessions were delivered to over 70,000 participants. Consumer protection training was integrat-

ed into various business lines. Consumer protection content was added to more than 1,500 training sessions for business departments, which covered about 609,000 employees. These training sessions brought business departments more consumer protection expertise, and helped create a working environment where everyone at CCB got actively involved in consumer protection.

CCB Training Center built its "Consumer Protection" channel into a repository easily accessible for employees. The "Consumer Protection Classroom" was organized to produce, release and display 93 high-quality courses, which attracted over two million learners in total. Through these moves, the Bank encouraged employees to learn consumer protection knowledge and skills whenever they had time.

Consumer protection training was provided in cooperation with educational institutions. Nine tier-one branches teamed up with local universities and colleges to give consumer protection training. Some of these partnerships were between Jiangsu Branch and Southeast University, between Shaanxi Branch and Xi'an Jiaotong University, between Hubei Branch and Zhongnan University of Economics and Law, between Dalian Branch and Dalian University of Technology, and between Xiamen Branch and Xiamen University. In addition, five other tier-one branches in Fujian, Shandong, Liaoning, Guangxi and Hainan invited experts from third-party consultancies to give their staff lectures on consumer protection.

◆ Continuing to popularize financial knowledge

CCB revised and issued the *Measures of China Construction Bank on the Management of Improving Consumer Protection Awareness (Version 2021)* to further standardize the financial knowledge dissemination across the board. It built a knowledge base that featured both "standard and featured" content, rolled out both "centralized and decentralized" education and publicity initiatives, combined both online and offline means to organize and carry out special activities as required by regulators, and comprehensively enriched the implications of consumer education by making full use of digital technology.

CCB closely followed the regulatory requirements to carry out high-quality education and publicity activities. Some examples included the "March 15 Consumer Protection Awareness Week", "Protecting Your Pockets with Financial Knowledge" and "Joint Financial Literacy Month", which reached out to more than 430 million customers in total. The Bank, therefore, was rated as the "Excellent Organization of March 15 Consumer Protection Awareness Week in 2021" and the "Excellent Organization of the Joint Financial Literacy Improvement Campaign in 2021". Besides, the "Illegal Fundraising Prevention Month" campaign was launched to hold a total of about 38,000 onsite activities, with some 8.25 million participants in total. Meanwhile, around 12,700 employee education activities were carried out, attracting 263,000 participants approximately. A total of 63,500 online and offline activities were held as part of the "Journey for Financial Knowledge" campaign held, which reached about 55.3 million consumers.

Digital technology was used to carry out consumer protection awareness activities and empower business development. Consumer protection sessions were introduced as part of major digital management events, with a total of over 280 million user visits. In the process of vigorously promoting the New Finance initiative, CCB launched a joint education and publicity model that featured "Government-end link, Business-end empowerment, Customer-end breakthrough". Consumer protection-themed posters were pushed to corporate

customers (payroll service), merchant customers, and payment and settlement customers, with a view to achieving accurate dissemination of financial knowledge.

A unified knowledge platform was created. The "Public Education and Consumer Protection Awareness Classroom" column was added to the "Financial Literacy Promotion" channel of CCB Training Center. Built into an online education and knowledge platform, it offered high-quality courses and microfilms to the public, which presented the core concepts and practices of consumer protection. These easily comprehensible materials increased financial literacy greatly and made financial knowledge easily accessible.

Empowering key customer groups. Special education and publicity activities were targeted at the elderly, youth, school students, rural residents and migrant workers, ethnic minorities, people with disabilities, etc. For the elderly, consumer protection publicity and education activities especially designed for the elderly were carried out to help them gain knowledge of financial consumer protection. For youngsters and college students, the main focus was put on giving lectures on how to prevent illegal campus loans. Electronic reading materials on financial consumer protection suitable for youngsters and college students were provided at CCB Training Center. For rural residents and migrant workers, consumer protection courses on rural finance were published in CCB Training Center. The "Yunongtong" inclusive finance service points of the Bank allowed rural residents to acquire consumer protection knowledge. For ethnic minorities, poster foldouts in different languages were printed and distributed, and the electronic textbook about the eight consumer rights in various minority languages was made available in CCB Training Center. For people with disabilities, CCB provided warm financing services, by making and posting a consumer protection video in national standard sign language and printing the consumer protection manual in Braille.

◆ Focusing on doing well in complaint management

CCB always carries out complaint management as the top priority of its consumer protection. In 2021, it launched a series of full-scale complaint management initiatives to improve the quality and efficiency of complaint response, enhance customer satisfaction, and bolster its image as a responsible large state-owned bank. First, the Bank continued to improve complaint handling policies. It studied and formulated the emergency management measures for serious consumer complaints, and examined and revised the contingency plans for serious consumer complaints. With the division of duties, emergency response processes, and other aspects of related content set out clearly, these documents enabled CCB to better deal with major consumer protection incidents. Second, the Bank put in place a complete set of mechanisms to handle customer complaints, with quality and efficiency further assured. While making sure channels for complaint could always be unimpeded, it also took the initiative to make complaint methods and complaint handling processes known to customers through various channels such as outlets, official website and mobile banking. In doing so, the Bank made it convenient for customers to file complaints, an integral part of the improved customer experience. At the same time, a series of complaint management mechanisms were established, which included complaint management by chief leaders in four domains, supervision of key institutions, regular notification, and settlement through diversified methods. These mechanisms aimed to properly settle disputes as soon as possible to

enhance customer satisfaction. Besides, the Bank organized special training on complaint response, streamlined complaint handling processes, added consumer protection and complaint management courses to the training sessions of each business line, and promoted the deep integration of consumer protection concepts with business development, so as to improve the complaint handling and management skills of employees and safeguard the legitimate rights and interests of consumers effectively. Third, the Bank empowered complaint management with advanced technology, doing better in data analysis, data tracking and error rectification. It continued to transform the complaint management system with digital means, established the complaint data monitoring and analysis mechanism, and thoroughly rectified the business problems complained about by customers in terms of product process optimization, policy refinement, and system improvement, so as to boost service capability and improve customer experience.

In 2021, CCB took up about 244,900 customer complaints in total. The business types involved mainly included credit card (22.18%), debit card (20.47%), and debt collection (14.34%); the complaints were mainly from Guangdong (6.66%), Hebei (6.03%) and Hubei (4.71%); the channels used to handle these complaints were mainly business outlets (36.07%), middle and back offices (28.98%), and electronic channels (23.39%).



◆ Customer privacy and data security: Link to the Personal Information Protection Policy of China Construction Bank Corporation

PC: http://www.ccb.com/cn/OtherResource/agreement/20211102_1635852920.html

Mobile phone: http://m.ccb.com/cn/OtherResource/agreement/mobile/20211102_1635852920.html

Serial B7: Anti-corruption

Authorized by the Central Commission for Discipline Inspection of the CPC and the National Supervisory Commission, the Disciplinary Inspection and Supervision Team at CCB oversaw CCB, investigated violations identified during the supervision, held the relevant persons accountable, and disposed of the violations according to applicable laws and regulations.

CCB attached great importance to the code of business conduct and honesty. To prevent moral risks of employees in domestic and overseas institutions, CCB formulated a special system for honesty in business, told overseas institutions that they should

For more information on the number of corruption cases and litigation outcome and so on, please go to the official website of the Central Commission for Discipline Inspection of the CPC and the National Supervisory Commission.

◆ Setting up an employee behavior management regime

The Bank has formulated the *Measures of China Construction Bank for Employee Conduct Management*, the *Measures of China Construction Bank for Handling of Employee Violations*, the *Measures of China Construction Bank on the Work and Probity Reports of Party Members and Cadres*, and other rules and regulations, implemented the regulatory requirements for employee behavior management, and kept updating and improving employee behavior management regulations. It has formed the code of conduct for all employees which clearly provides for the professional ethics, working disciplines, and duty performance of employees. In addition, based on the characteristics of various business lines and job requirements, CCB formulated the detailed employee behavior management rules for its major business areas, specifying prohibited acts and operation norms of those business areas and key posts to enhance the supervision and management over employees' business ethics.

CCB has established an employee behavior management system

39,000

grid cells built by the Bank

◆ Protection of petitioners

Implementing the provisions of the State Council's *Regulations on Letters and Visits* regarding the protection of the rights and interests of petitioners, the Bank has formulated the *Regulations on the Management of Letters and Visits of China Construction Bank*, requiring institutions at all levels to keep free-flowing channels for letters and visits and provide convenient conditions for petitioners to reflect information, put forward opinions, suggestions and requests for complaints and appeals.

The Bank has established a standardized process for receiving and handling letter and visit matters: institutions at all levels shall make known to the public such matters as correspondence addresses for public complaints, visit reception addresses,

abide by laws and regulations and regulatory requirements in the country or region where they are located, and strengthened the supervision and inspection of system implementation, in a bid to promote the honest performance of employees. CCB also highly valued anti-corruption education and training. In addition to the anti-corruption training for directors, the Bank continued to conduct anti-corruption education for employees throughout the Bank, organized regular learning sessions with the self-produced case collections and videos, and convened the general meeting for warning education.

on two pillars of "offline gridded management and online intelligent management", thus forming a compliance management community and a responsibility community, both of which consisted of grid cells. The Bank has 39,000 grid cells in total, forming management units which encompass the grid administrator and members to deliver training on compliance to primary-level institutions and front-line employees. A management pattern has been established, where institutions form a grid with people designated to different grids. This pattern was quite effective in detecting and handling employees' violations of business ethics proactively. Employee behavior compliance models have been constructed using intelligent technologies such as big data, which could spot in a timely manner the behaviors suspected of infringing on customers' right to know, property security, information security, and thus effectively detect employee violations as early as possible and nip them in the bud.

public complaints telephone numbers, fax numbers, E-mail addresses and other relevant information, standardize the process of letter registration, acceptance and referral, visit registration, interview, reply and handling, and do a good job in handling letters and visit reception.

The Bank strictly prohibits the staff responsible for reports and complaints of institutions at all levels to reveal the materials and circumstances of the petitioner's reports and denunciation or transfer to the person or the institution being reported or denounced, and requires that those who have a direct interest in the matter of the letter or the petitioner should recuse themselves.



◆ Anti-money laundering (AML)

AML is an integral part of the governance system underlying modern society, and sanctions and anti-sanctions turn out a financial compliance mechanism relevant for national security. CCB formulated the *Measures of China Construction Bank for Management of Anti-money Laundering Work* and the *Measures of China Construction Bank for Management of Reporting of Large-sum Transactions and Suspicious Transactions*, and effectively fulfilled its responsibility as a large state-owned bank. It well balanced development and security, built a comprehensive set of sanctions and anti-sanctions compliance systems,

strengthened ex-ante meticulous prevention, in-process multi-dimensional control, and ex-post retrospective management, fully implemented external countermeasures, forestalled sanctions compliance risks, and protected the legitimate rights and interests of customers. At the same time, the Bank actively shared its achievements in AML technology, empowered small and medium-sized banks in the industry, and did its part to improve the internal control and compliance capabilities across the industry.

◆ Transparency of tax payment

CCB conducts business in more than 30 countries and regions and strictly abides by local tax laws. Tax policies are supervised by relevant departments.

30

CCB conducts business in more than 30 countries and regions



◆ Audits for compliance

CCB conducts audits for the operational risk and money laundering risk in the Head Office and relevant branches, sub-branches and institutions, with a focus on the employee behavior management in audits for operational risk. Taking into account the risk assessment results of business units, CCB determines the audit means and scope for operational risk, employee behavior management, anti-money laundering, etc.

In 2021, CCB conducted dynamic audits for operational risk, laying emphasis on employees' material violation risks and the effectiveness of employee behavior management. Furthermore, it carried out audits for money laundering risks in the Head Office and domestic institutions, with emphasis put on the customer identification, transaction reporting, money laundering risk evaluation, sanction compliance, and other aspects.

◆ Education on compliance

CCB provided online and on-site training for personnel in charge of employee behavior management on such topics as policy interpretation, duty performance in day-to-day work, and big data application, so as to improve their qualification and competence, and intensify the supervision over employee behaviors.

As for material cases and violations, CCB held both online and on-site activities, including convening meetings, watching videos, and online Q&A, to educate the primary-level institutions and front-line employees and help them, particularly those holding the key posts develop the awareness of compliance.

"Green Tree" training in the series of digital compliance

"Green Tree" training in the series of digital compliance was carried out in 2021. The training took the form of classroom teaching and project practice combined, which not only highlighted the teaching, experience sharing, and exchange of big data technology and modeling cases, but also focused on building the capacity of practical operation and modeling. After learning and practicing, trainees successfully completed various tasks. This training program greatly helped train the digital talent team of internal control and compliance.

Serial B8: Community investment

With the professionalism and dedication of a financial practitioner and the enthusiasm and responsibilities of a social worker, the Bank deeply studies the difficult social issues and participates in seeking solutions. Basing on the jointly building and sharing of public welfare platforms, the Bank participates in the public welfare together with its employees, clients, institutions and integrated business to help more people in need and to inject new positive energy into society. It is our responsibility to well manage and use each donation. The Bank has formulated the whole-process management measures for public welfare donations. Detailed provisions have been made from various perspectives including feasibility analysis, implementation, publicity, and supervision and audit of projects.

In 2021, the Bank donated a total of RMB119 million for public welfare, which primarily went to the fields of poverty alleviation consolidation, rural revitalization, long-term public welfare projects, donations for emergency response, etc. Of the donations, RMB67 million was channeled to the consolidation of achievements in poverty alleviation and the rural revitalization drive. The funds financed over 400 projects, which greatly helped the villages receiving assistance from the Bank become further self-sufficient and push forward the beautiful countryside drive.

RMB 119 million
donated for public welfare

RMB 67 million
channeled to the consolidation of achievements in
poverty alleviation and the rural revitalization drive

400
over 400 projects
financed



Scan the QR code to watch the
documentary celebrating the
25th anniversary of CCB Hope
Primary Schools



Zhang Dan, Health News

Implementation Results of Major Public Welfare Programs

Program	Partner	Amount of total donation	Timescale	By the end of 2021
Building the Future – CCB Sponsorship Program for High School Students	China Education Development Foundation	RMB158 million	2007-Now	Donated RMB158 million and funded 96,200 high school students
CCB Sponsorship Program of “Mother Health Express”	China Women's Development Foundation	RMB69 million	2011-Now	Purchased 462 Mother Health Expresses and put them into use in 24 towns and villages and counties in Xinjiang, Tibet, Gansu, Qinghai and other provinces and regions
Support CCB Hope Primary School	China Youth Development Foundation	RMB15.06 million	1996-Now	Supported the construction of 46 Hope Primary Schools, equipped these schools with libraries, computer rooms, and sports grounds, funded the training for over 800 teachers, and organized 250 teachers and students to participate in the Beijing Summer Camp Program
Love in Tibet – CCB and JIC Scholarship (Grant)	China Foundation for Poverty Alleviation	RMB3.5 million	2007-Now	Donated RMB3.22 million and funded 1,540 poverty-stricken students in Tibet
“Improve Our Home Together” Rural Revitalization Program	China Charity Federation	RMB5 million	2021-2022	Launched the Light Up Solar-powered Street Lamps in Green Villages program and conducted training of leaders in rural revitalization in 10 provinces and regions in Central China and Western China
“Donation of Bonus Points to Make Dream Come True·Micro-Charity”	China Youth Development Foundation, China Literature and Art Foundation, China Youth Volunteer Association, League Central Committee Young Volunteer's Guidance Center	RMB9.4 million	2012-Now	Made donations for the construction of 148 “Happy Music Classrooms”, trained rural music teachers, and built the “Home for Youth” of the Chinese Young Volunteers Association and the Youth Volunteers' Guidance Center of the Central Committee of the Communist Youth League of China
“Do Good, Be Wise” Caring Student Action	CCB Youth Volunteers Association, local league committees of branches	RMB6 million	2016-Now	Donated funds and goods to over 16,000 teachers and students in underdeveloped areas, and organized over 150 teachers and students from poverty-stricken areas to participate in summer (winter) camp activities
“Workers' Stations (Harbours)” initiative in the public interest	China Worker Development Foundation	RMB5 million	2021-2022	Served 360,000 outdoor workers through this initiative in 2021, according to the statistics of China Worker Development Foundation

“Mother Health Express” medical visits as part of the “I Do Real Work for the Public” campaign

CCB rolled out the “Mother Health Express” medical visits as part of the “I Do Real Work for the Public” campaign (one of the Party history learning sessions) to celebrate the 100th anniversary of the founding of the CPC. Relying on the 410 mobile clinics under the Mother Health Express program donated by CCB to 24 provinces and autonomous regions nationwide, its branches and institutions brought employee volunteers and clients from medical institutions to the old revolutionary base areas, mountainous areas, and farm fields where they provided local people with health consultations, healthcare knowledge, financial products, and volunteer services. While showing the care of the Party for them, the activity also enhanced the availability of medical and financial services to the general public.

The fleet of mobile clinics came to Zunyi, Guizhou, a former revolutionary base, in July 2021. Some Beijing-based medical experts were invited to provide free screening for breast cancer and cervical cancer for 100 women in need at Zunyi Maternal and Child Health Hospital. Besides, the mobile clinics also went to Ziwei Community in Bozhou District, a relocation community, to provide oral health services for and disseminate caries prevention knowledge among 300 children from the relocated families. The free medical consultation activities were also carried out in other communities, benefiting more than 1,000 children. Moreover, a number of lectures on women's health were held in medical institutions and primary-level communities.



CCB Hope Primary Schools: An education support initiative that lasted 25 years

In 1996, 300,000 employees of CCB voluntarily donated RMB32.56 million to establish a charitable fund. With the money, the Bank embarked on its journey of constructing CCB Hope Primary Schools. In the same year, the first CCB Hope Primary School was inaugurated on the Pamirs Plateau in Kashgar, Xinjiang. Over the past 25 years, 46 such schools were constructed and distributed in rural areas of 18 provinces, autonomous regions, and municipalities across China. Tens of thousands of children in mountainous areas graduated from CCB Hope Primary Schools and took a path of hope. The Bank practiced the concepts of “mobilizing the employees, customers and institutions for charity and integrating business with charity”. It kept carrying out various assistance activities such as teacher training, principal training, voluntary teaching by employees, and Hope Summer Camps, to improve the soft strength of schools, raise the teaching skills of teachers, and broaden the knowledge base and horizon of students.

Taking the 25th anniversary as a new starting point, CCB took actions to improve and upgrade the Hope Primary Schools project with a view to supporting the rural revitalization drive and accelerating the development of quality education in rural areas. In addition to constructing specialized classrooms for science, music, art, physical education and moral education at CCB Hope Primary Schools and the elementary schools in the villages receiving targeted assistance, the Bank also rolled out various support initiatives such as paired assistance, teacher training, Hope Summer Camps, and voluntary teaching by employees so as to help young students attain moral, intellectual and physical growth in an all-round way. With these moves, CCB Hope Primary Schools would be cast into a high-quality charity brand of the Bank in support of rural education development.



Zurich Branch actively promoted cultural exchange between China and the West

To promote the exchange of Chinese and Western music cultures and further deepen the mutual understanding and friendship between Chinese and Swiss people, Zurich Branch cooperated with the Swiss MingClassics Festival to hold the 4th CCB MingClassics International Festival & Academy (MIFA) in August and September 2021 on the shores of Lake Zurich and the Rhine Music Island. In November, the Chinese Culture and Food Festival, supported by the branch, took place at the Swiss Federal Institute of Technology campus. The event showcased the food, music, dance, and other cultural elements with Chinese characteristics, which was well received by local people and Chinese students.

Toronto Branch was active in community service

Toronto Branch funded as a title sponsor an online celebration held by the Hospital for Sick Children (SickKids) to thank the health workers who worked in the COVID-19 front line. SickKids was ranked the top pediatric healthcare center in the world by *Newsweek*. Branch staff also delivered 500 custom-made panda toys to the Native Child and Family Services of Toronto, a leading charity in Ontario focused on serving the native children and families and preserving the native culture. “In this time of COVID-19 pandemic, the panda toys donated by CCB Toronto Branch will bring some surprise and joy to the native children,” said the center staff.”



CCB Malaysia rolled out a series of public welfare activities

On 1 June 2021, employees of CCB Malaysia donated masks, stationery, books, food, and other things to the BRDB Rotary Children's Residence (“BRCR”) in Kuala Lumpur, Malaysia, and celebrated the International Children's Day with kids living there, showing them care and blessings. In the year, CCB Malaysia took the lead in matchmaking COVID-19 vaccine manufacturing companies in China and Malaysia and providing financing support for their cooperative production. It was, therefore, awarded the Award of Special Contribution to the Fight against the Pandemic by the government of the Federal Territory of Labuan.





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Independent Assurance Report on the Social Responsibility Report

安永华明(2022)专字第60438537_A01号
China Construction Bank Corporation Co., Ltd.

To the Board of Directors of China Construction Bank Corporation Company Limited

We have been engaged to express a limited assurance opinion on the selected data as at 31 December 2021 and for the year then ended in the China Construction Bank Corporation corporate Social Responsibility Report 2021 (the "Social Responsibility Report") prepared by the China Construction Bank Corporation Co., Ltd. (the "China Construction Bank").

Selected Data

The selected data in the Social Responsibility Report of China Construction Bank for 2021 that is covered by this report is as follows:

- Total assets (RMB trillion)
- Net profit (RMB100 million)
- Return on average assets (%)
- Weighted return on average equity (%)
- Number of banking outlets worldwide
- Tax payment (RMB100 million)
- Social contribution per share (RMB)
- Balance of agriculture-related loans (RMB100 million)
- Balance of inclusive finance loans (RMB100 million)
- Number of inclusive finance loan customers (10,000 accounts)
- Balance of personal housing loans (RMB100 million)
- Balance of real estate development loans for indemnificatory housing projects (RMB100 million)
- Balance of shantytown renovation loans (RMB100 million)
- Payment to suppliers (RMB100 million)
- Expenditure on public welfare donation (RMB 10,000)
- Balance of green loans (RMB100 million)
- Standard coal equivalent emission reduction (10,000 tons)
- Carbon dioxide equivalent emission reduction (10,000 tons)
- COD emission reduction (10,000 tons)
- Ammonia and nitrogen reduction (10,000 tons)
- Sulfur dioxide emission reduction (10,000 tons)
- Nitric oxides emission reduction (10,000 tons)
- Water saving (10,000 tons)
- Harmless waste (tons)
- Discarded electronic information products (tons)
- Scrapped vehicles (tons)
- Waste batteries (tons)
- Discarded office supplies (tons)
- Annual total harmless waste consumption per employee (tons per person)
- Hazardous waste (tons)
- Discarded toner cartridges (tons)
- Annual total amount of hazardous waste consumed per employee (tons per person)



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- Proportion of off-counter account transactions (%)
- Financial transaction migration rate via electronic channels (%)
- Total number of employees (persons)
- By gender
 - Male (persons)
 - Female (persons)
- By age
 - 30 and under (persons)
 - 31 to 40 (persons)
 - 41 to 50 (persons)
 - 51 to 59 (persons)
 - 60 and above (persons)
- By region
 - Yangtze River Delta (persons)
 - Pearl River Delta (persons)
 - Bohai Rim (persons)
 - Central China (persons)
 - Western China (persons)
 - Northeastern China (persons)
 - Head Office (persons)
 - Overseas (persons)
- By employment type
 - Additional labor contractors (persons)
- Other
 - Ethnic minority employees (persons)
 - New employees (persons)
 - Foreign employees (persons)
- Overall turnover rate (%)
- By gender
 - Male (%)
 - Female (%)
- By age
 - 25 and under (%)
 - 26 to 35 (%)
 - 36 to 45 (%)
- 46 to 54 (%)
- 55 and above (%)
- By region
 - Yangtze River Delta (%)
 - Pearl River Delta (%)
 - Bohai Rim (%)
 - Central China (%)
 - Western China (%)
 - Northeastern China (%)
 - Head Office (%)
 - Overseas (%)
- Death toll on business (persons)
- Business death ratio (%)
- Working days affected as a result of employment injuries (days)
- Percentage of male employees attending training (%)
- Percentage of female employees attending training (%)
- Percentage of training attending employees at the tier-1 branch level and Head Office department level and above (%)
- Percentage of training attending employees at the tier-2 branch level, tier-1 branch department level, and Head Office division level (%)
- Percentage of training attending employees at the business manager level and below (%)
- Average training hours of male employees (hours)
- Average training hours of female employees (hours)



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- Average training hours of employees at the tier-1 branch level and Head Office department level and above (hours)
- Average training hours of employees at the tier-2 branch level, tier-1 branch department level, and Head Office division level (hours)
- Average training hours of employees at the business manager level and below (hours)
- Number of suppliers in the Yangtze River Delta
- Number of suppliers in the Pearl River Delta
- Number of suppliers in the Bohai Rim
- Number of suppliers in Central China
- Number of suppliers in Western China
- Number of suppliers in Northeastern China
- Local supplier procurement expenditure as a percentage of the total (%)
- Contract fulfillment rate (%)
- External expert participation rate (%)
- Number of social responsibility training sessions for suppliers (including interviews and business exchanges)
- Number of online banking users (10,000)
- Number of personal mobile banking users (10,000)
- Number of users that connect bank accounts with WeChat (10,000)
- Number of phone banking customers (10,000)
- Number of self-service bank branches
- Number of ATMs
- Number of smart banks
- Number of outlets with wheelchair access ramp
- Number of outlets with "Courtesy Window"
- Number of outlets with "Workers' Harbour"

Our assurance was with respect to the selected data as at 31 December 2021 and for the year then ended only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2021 Social Responsibility Report.

Criteria

The criteria used by the China Construction Bank to prepare the selected data in the 2021 Social Responsibility Report is set out in the "Guidelines of the Report" of the selected data (the "guidelines of the report") within the "Introduction" of 2021 Social Responsibility Report.



Independent Assurance Report on the Social Responsibility Report

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The Board of Directors' Responsibilities

The Board of Directors of the bank are responsible for selecting the guidelines of the report, and for presenting the selected data in accordance with the guidelines of the report within the 2021 Social Responsibility Report, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the selected data.

Our Responsibilities

Our responsibility is to express a conclusion on the presentation of the selected data as at 31 December 2021 and for the year then ended in the 2021 Social Responsibility Report based on the evidence we have obtained.

We conducted our engagement in accordance with *International Standard on Assurance Engagements 3000 (Revised): Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board. The standard require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the selected data in the Social Responsibility Report is presented in accordance with the guidelines of the report, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants. Our team has required competencies and experience for this assurance engagement. And we have complied with the quality control requirements of the International Standard on Quality Control 1.



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Description of Procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems. A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the selected data in the Social Responsibility Report and related information, and applying analytical and other appropriate procedures.

Our work was performed at the Head Office and Beijing Branch of China Construction Bank, which includes:

- 1) Interviews with management and personnel in the departments involved in providing information for inclusion in the Social Responsibility Report in relation to the selected data,
- 2) Analytical procedures,
- 3) Examination, on a test basis, of documentary evidence,
- 4) Recalculation,
- 5) Other procedures deemed necessary.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the selected data as at 31 December 2021 and for the year then ended in the 2021 Social Responsibility Report, in order for it to be in accordance with the guidelines of the reporting.



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Restricted use

Our report has been prepared for and only for the board of directors of China Construction Bank and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.


Ernst & Young Hua Ming LLP
Beijing, China
29 March 2022